

Defense Contract Management Agency



Correspondence Manual

February 7, 2011

DCMA Corporate Support Directorate (DCMA-DS)



DEFENSE CONTRACT MANAGEMENT AGENCY

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DCMA CORRESPONDENCE MANUAL

FOREWORD

This manual establishes policy, responsibilities, procedures, and other guidance pertaining to the management of DCMA correspondence. This manual reflects the Agency's intent to improve accountability, streamline operations and bring the Agency more in line with Department of Defense practices.

Components must adhere to guidelines of this manual in managing Agency-level tasks assigned to them through the official tasking mechanism (Correspondence Tracking System) or by memorandum. This manual sets forth the official formats and processes for conducting official correspondence within the Agency or with organizations or individuals outside the Agency.

The Executive Director, Corporate Support (DCMA-DS) has responsibility for management of the Agency's correspondence program and will publish supplemental guidance as necessary. This manual, along with templates, tools, and additional guidance, is available online at the correspondence control Web site:

<https://home.dcma.mil/correspondence>.

For questions or to provide feedback, contact the Director, Policy and Correspondence Control (DCMA-DSP).

This manual becomes effective February 7, 2011.

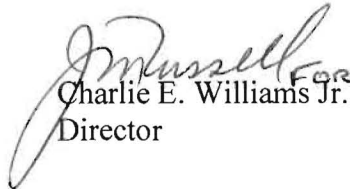

Charlie E. Williams Jr.
Director

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Chapter 1. GENERAL

C1.1. **Purpose.** This manual establishes policy, responsibilities, procedures, formats, templates, and other guidance pertaining to the management of DCMA correspondence and official tasks.

C1.2. **Policy and Guiding Principles.** This section provides an overview of the basic concepts and principles concerning the correspondence program, and establishes broad program policy. It establishes the scopes of control for the various types and categories of official Agency correspondence.

C1.2.1. **Written correspondence** is the primary and preferred means of official communication within the Agency. Written correspondence includes the basic elements required to establish authenticity, and to appropriately reference, file, archive, and retrieve records. Written correspondence also encourages clearer communication. Components will use Action Memorandums (Action Memo) or Information Memorandums (Info Memo) to the greatest extent practical in communicating information to the Director or Deputy Director, and in soliciting and documenting their decisions (see C5.2). Components will use memorandums to transmit official Component-level Correspondence (e.g., tasks, data calls, supplementary policy guidance) to other Components within the Agency (see C5.4).

C1.2.2. **Correspondence Control.** The purpose of correspondence control is to provide standardized mechanisms for capturing, assigning, tracking, and reviewing correspondence and tasks to facilitate actions and decision-making in the Agency. Effective correspondence control ensures the quality, visibility, accountability, and timeliness of tasks and correspondence. The Correspondence Control Team (CCT) will control, manage, and distribute all Agency-level correspondence (see Chapter 2: Task Assignment). The CCT will control, publish, and distribute Component-level memorandums appropriately submitted for publication (see C5.4.4). Components will adhere to principles set forth in this manual in the staffing, packaging, and routing of correspondence.

C1.2.3. **Agency-level Correspondence.** This manual primarily governs Agency-level correspondence, defined generally as internal or external correspondence addressed to or from the Director or Deputy Director, or to the Agency at large. Agency-level correspondence and tasks are controlled and managed by the CCT, and are logged into the Agency's Correspondence Tracking System (CTS) (see Chapter 2: Task Assignment).

C1.2.3.1. Incoming Agency-level Correspondence includes any correspondence addressed to the Director or Deputy Director, or to the Agency at large, from outside the Agency (e.g., tasks or memorandums from higher headquarters, letters from members of Congress, companies or private individuals, correspondence from other Federal Agencies). CCT will control and task all Agency-level incoming

correspondence via CTS.

C1.2.3.2. **Outgoing Agency-level Correspondence** includes any correspondence addressed outside the Agency, signed by the Director or Deputy Director, whether responsive to incoming correspondence or self-initiated. CCT will control and dispatch all Agency-level outgoing correspondence.

C1.2.3.3. **Internal Agency-level Correspondence** includes any correspondence between the Components and the Director.

C1.2.3.3.1. **Transmittal Items (Action and Info Memos).** Action and Info memos are the standard means of official correspondence from Components to the Director. CCT will control and route all Action and Info Memos addressed to the Director from Component Heads. (See C5.2 for information and guidance on Action and Info Memos.)

C1.2.3.3.2. **Tasks.** In addition to tasked incoming correspondence, the Director may issue tasks to the workforce either directly or through Delegated Tasking Authorities. Examples of such tasks include performance review follow-ups or tasks generated at DCMA Council meetings. CCT will control and track such tasks in CTS (see Chapter 2: Task Assignment).

C1.2.3.3.3. **Front Office-signed Correspondence.** The Director uses standard memorandums to assign work, provide guidance, issue policy, or otherwise communicate with the workforce. (See Chapter 5 for information and guidance on setting up memorandums). CCT will control and dispatch Front Office-signed correspondence. Upon direction from the tasking authority, CCT may also log task-oriented memorandums into the CTS for tracking purposes.

C1.2.3.3.4. **Front Office Communiqués.** The Front Office will work with Components and the CCT, as appropriate, to generate, control, and publish other Front Office communiqués (e.g., Director's OnPoint Messages, HQ Messenger).

C1.2.4. **Component-level Correspondence.** Generally, Components are responsible for their own methods and processes for communicating internally or with other Components ("Component-level correspondence"). This manual provides guidance primarily on those aspects of Component-level Correspondence dealing with the control and publication of inter-Component memorandums and Component-signed correspondence addressed outside the agency.

C1.2.4.1. **Incoming Component-level Correspondence.** Components are responsible for managing correspondence addressed to them from outside the Agency. The CCT does not normally control or task incoming Component-level correspondence.

C1.2.4.2. Outgoing Component-level Correspondence. Component-level correspondence addressed outside the Agency must adhere to the guidelines set forth in this manual. (See Chapter 5 for approved formats and guidelines.) The CCT does not normally control or dispatch outgoing Component-level Correspondence.

C1.2.4.3. Component-internal. Component Heads are responsible for managing correspondence and tasks within their own Components, but are encouraged to apply the principles set forth in this manual.

C1.2.4.4. Component-to-Component or Inter-Component. Components should use the standard memorandum or multi-memo for official correspondence with other Components or Agency elements (to assign work, data calls, provide supplementary policy guidance, etc.). The CCT will control and publish or distribute properly submitted Component-to-Component memorandums. (See C5.3.2 for memorandum formats and requirements; see C5.4.1 for guidelines on using memorandums to assign work; see C1.2.5 for Tasking Authorities.)

C1.2.4.5. Authorized Direct Correspondence. DCMA officials may correspond directly with individuals, supervisors, or offices on routine issues or other official business for which they have authority and responsibility. Such officials are responsible for the appropriate preparation, staffing, distribution, and records management of correspondence they sign.

C1.2.4.6. Component Communiqués. Components may establish other methods to communicate with the workforce (e.g., “Messenger” communiqués), but Component Heads are responsible for their content. Components may only assign work to other Components through official tasking mechanisms (See C1.2.5).

C1.2.5. Tasking Authority and Mechanisms.

C1.2.5.1. Agency-level Tasking and Suspense Management Authority. Agency-level tasks are issued under the authority of the Director, DCMA.

C1.2.5.1.1. The Military Assistant (MA), Chief of Staff (CoS), and Executive Director, Strategic Effects (DCMA-DE) are the Director’s Designated Tasking Agents and may assign work and manage suspense actions for Agency-level tasks issued via the CTS.

C1.2.5.1.2. The CCT may also issue CTS tasks on behalf of the Director based on incoming correspondence or as directed by the Director’s Designated Tasking Agents.

C1.2.5.1.3. The Director may designate tasking or suspense management authority to other individuals, as necessary.

C1.2.5.1.4. Components may prepare memorandums for the Director's signature to assign work to other Components, the scope of which is broader than the initiating Component's sole authority. (See C5.4.1 for guidelines on using memorandums to assign work.)

C1.2.5.2. Component-level Tasking Authority.

C1.2.5.2.1. Component Heads are responsible to assign work and manage tasks within their own Component.

C1.2.5.2.2. Component Heads may assign work to other Components by memorandum if it falls wholly within their management responsibility, as established by policy, or General Order. For issues and assignments broader in scope than a Component's sole authority, Components may assign work by memorandum with coordination from affected stakeholders. Components may also prepare a memorandum for the Director's signature to assign work, as appropriate. (See C5.4.1 for guidelines on using memorandums to assign work.)

C1.2.5.2.3. Components may task the Regions or Contract Management Offices (CMO) only with the concurrence of the headquarters operational leadership to which the CMOs or Regions report (Chief Operations Officer (DCMAO), Special Programs Directorate (DCMAS), International Directorate (DCMAI)). Headquarters operational leadership may provide additional guidance, procedures, or requirements regarding correspondence between Components and the Regions or CMOs. (See C5.4.1 for guidelines on using memorandums to assign work.)

C1.2.5.3. Correspondence Tracking System (CTS). The Agency uses the CTS to assign certain Agency-level tasks. (Chapter 2 of this manual establishes processes for assigning tasks in CTS.)

C1.2.5.3.1. Agency-level tasks issued via CTS are normally discrete, short-term tasks with specific suspense dates, assigned to individual Components. Frequently, the requirements of tasks entered into CTS are either self-explanatory or detailed in the correspondence initiating the task. Such tasks often include tasks deriving from Agency Performance Reviews or Council Meetings, as well as all incoming Agency-level correspondence.

C1.2.5.3.2. CTS tasks will be assigned to individual organizations. Tasks requiring input from multiple components will be assigned to a single lead component with other components designated as coordinators, or as separate tasks to individual components.

C1.2.5.3.3. The CCT tracks and manages tasks in CTS and reports status to the Director and DCMA Council, as required.

C1.2.5.3.4. Components may use CTS for Component-internal task management or other proprietary inter-Component tasks (e.g., Freedom of Information Act (FOIA) responses, Mission Review Team Assessments). (Contact CCT for requirements and access.)

C1.2.5.4. Tasking via Memorandum. Tasks issued by memorandum are normally broader in applicability and scope and are issued either by the Director, or by individual Components, based on their tasking authority. (See C5.4.1 for guidelines on using memorandums to assign work.)

C1.2.6. Chain of Command and Component Head Responsibility. Component Heads are responsible for correspondence and tasks addressed to their organization both from the CCT and via memorandum, and for correspondence generated under their purview. Accordingly, depending on scope, subject, and existing authorities, official correspondence between Components or between the Director and the Components will generally follow the chain of command or management responsibility. (See Table 1 for a list of Agency Component Heads; See C1.2.7 for guidance on signature levels.)

Table 1. Agency Components and Component Head Official Titles	
Deputy Director	DCMA-DD
Chief Operations Officer	DCMAO
General Counsel	DCMA-GC
Chief of Staff	DCMA-DC
Executive Director, Contracts	DCMA-AQ
Executive Director, Quality Assurance	DCMA-Q
Executive Director, Engineering and Analysis	DCMA-E
Executive Director, Portfolio Management and Integration	DCMA-PI
Executive Director, Financial and Business Operations	DCMA-FB
Executive Director, Information Technology Customer Service Organization	DCMA-ITCSO
Commander, DCMA International	DCMAI
Executive Director, Special Programs	DCMAS
Executive Director, Aircraft Operations	DCMA-AO
Executive Director, Independent Assessment	DCMA-DM
Executive Director, Human Capital	DCMA-HC
Executive Director, Corporate Support	DCMA-DS
Executive Director, Strategic Effects	DCMA-DE
Mobilization Assistant	DCMA-DR

C1.2.6.1. Organizational Inbox. Each Component will establish and maintain an organizational inbox for official notifications of tasks and controlled correspondence, and is responsible for tasks assigned to them or other official

communication provided through this mechanism. (Contact the CCT for help in establishing organizational inboxes.)

C1.2.6.2. Authorized Direct Correspondence. DCMA officials may bypass the chain of command to correspond with individuals or offices on programs or issues falling wholly under their authority or responsibility (e.g., the Agency Privacy Officer may notify individuals, supervisors, or offices of privacy violations).

C1.2.7. Signature Levels. DCMA will adhere to the following signature levels for official correspondence:

C1.2.7.1. All correspondence addressed from the Agency to the Secretary of Defense; the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)); or the Assistant Secretary of Defense for Acquisition (ASD(A)) must be signed by the Director, DCMA, or, as authorized, by the Deputy Director “for” the Director.

C1.2.7.2. All official correspondence from Components to the Director or Deputy Director must be signed by the Component Head.

C1.2.7.3. Official controlled Component-level correspondence (i.e., multi-memos) between Components will be addressed to Component Heads and signed by the issuing Component Head. (See C5.4 for guidance on preparing and issuing inter-component memorandums).

C1.2.7.4. Signature levels for direct correspondence or other documents (contracts, Memorandums of Agreement/Understanding, etc.) will be determined by the program, policy, or guidance governing the subject. DCMA officials at any level may sign direct correspondence on issues or programs for which they have authority and responsibility, but should consider factors such as equivalent rank and grade in determining the appropriate signature level and addressee.

C1.2.7.5. Components will exercise judgment and discretion in determining appropriate signature levels for Component-level correspondence addressed outside the Agency.

C1.2.7.6. In the absence of a Component Head, his or her principal deputy or other authorized officer (Authorized Signer) may sign “for” the Component Head. Components Heads must provide to the CCT the names of Authorized Signers.

C1.2.7.7. When signing “for” a principal officer, the signature block should include the typed name and title of the principal officer, and the signature of the person signing for him or her (Authorized Signer). The hand-written word “for” should be included in an appropriate place to clearly indicate that the signer is signing for the principal (e.g., immediately before the typed name of the principal).

C1.2.7.8. Use official DCMA letterhead that reflects the office of the signing official.
(See C5.5 for additional guidance on DCMA letterhead.)

C1.2.8. Protection of Information. All personnel involved in the management of correspondence and tasks will appropriately safeguard sensitive information, including classified information, Controlled Unclassified Information (CUI), information For Official Use Only (FOUO) or Personally Identifiable Information (PII), in accordance with applicable rules and regulations.

C1.3. Responsibilities. Certain offices and individuals have key roles in the Agency's correspondence management program and are authorized and directed to fulfill the following responsibilities.

C1.3.1. Designated Tasking Agents. The Front Office Military Assistant (MA), Executive Director, Strategic Effects (DCMA-DE), and Chief of Staff (CoS) are the Director's designated agents in reviewing, assigning, and managing Agency correspondence. The Designated Tasking Agents will:

C1.3.1.1. Assign tasks on behalf of the Director.

C1.3.1.2. Review and approve certain requested suspense actions (i.e., changes to tasks) or forward for Director or Deputy Director decision.

C1.3.2. Front Office Executive Assistants are the final control points for correspondence moving in and out of the Front Office. Executive assistants will:

C1.3.2.1. Review correspondence submitted to the Front Office for quality and compliance with established procedures.

C1.3.2.2. Provide feedback to CCT for correspondence-related issues and Front Office preferences.

C1.3.3. Executive Director for Corporate Support (DCMA-DS) has overall responsibility for the correspondence management program within the Agency. DCMA-DS will:

C1.3.3.1. Manage the Agency correspondence program, including the tasking, processing, distribution, and archival functions of Agency-level correspondence.

C1.3.3.2. Develop and publish Agency correspondence guidance, including this correspondence manual and supplemental guidance.

C1.3.3.3. Approve certain requested suspense actions.

C1.3.4. Correspondence Control Team (CCT) is the primary focal point for all Agency-level correspondence, and facilitates in the publication and distribution of certain Component-

level correspondence. The CCT will:

- C1.3.4.1. Serve as the policy and program office for operational aspects of correspondence management within the Agency.
- C1.3.4.2. Receive, analyze, control, and task all correspondence addressed to the Director or Deputy Director, DCMA, or to the Agency generally, and route appropriately.
- C1.3.4.3. Control and route, as appropriate, all internal correspondence addressed to the Director or Deputy Director, and review for compliance with established guidelines.
- C1.3.4.4. Provide guidance and training on correspondence policies and processes to Agency Components, action officers, and correspondence points of contact (POC).
- C1.3.4.5. Maintain records of all correspondence signed by the Director or Deputy Director, DCMA.
- C1.3.4.6. Publish reports and brief senior leaders, as required, on the status of the correspondence program.
- C1.3.4.7. Serve as liaison with the correspondence management elements of higher headquarters (USD(AT&L) and ASD(A)).
- C1.3.4.8. Manage the dispatch of all official Agency-level correspondence.
- C1.3.4.9. Approve certain requested suspense actions.
- C1.3.4.10. Maintain correspondence program contact information (e.g., Component Correspondence POCs, COORDDISTLIST e-mail addresses, Authorized Signers).
- C1.3.4.11. Control, publish and distribute appropriately submitted, signed Component-level memorandums.
- C1.3.5. DCMA General Counsel (DCMA-GC) will provide coordination on all correspondence signed by the Director or Deputy Director that has legal implications or possible adverse reflections on the Agency.
- C1.3.6. Congressional and Public Affairs (DCMA-DSA) will provide coordination, via the Executive Director for Corporate Support (DCMA-DS), on all correspondence signed by the Director or Deputy Director that has legislative or media implications or will be addressed to Members of Congress or their staffs.
- C1.3.7. Chief, Labor and Employee Relations (DCMAC-DL), via the Executive Director for Human Capital (DCMA-HC), will obtain appropriate Union coordination on any

correspondence with union-related implications.

C1.3.8. Component Heads are responsible for responding to tasks assigned to their organizations by the CCT and for providing coordination on Agency-level correspondence and packages in which they have a stake. They are also responsible for all Agency-level correspondence and packages generated by their Component. Component Heads will:

C1.3.8.1. Sign all correspondence addressed to the Director or Deputy Director from their Component (see C1.2.7 for additional guidance on signature levels).

C1.3.8.2. Provide coordination on Agency-level Packages as requested by other Components (see Chapter 4 for guidance on coordination).

C1.3.8.3. Assign a senior administrative officer as the primary POC for correspondence for their Component (Component Correspondence POC).

C1.3.8.4. Account for tasks and correspondence at staff meetings or in other forums, as appropriate.

C1.3.8.5. Provide and update current contact information to CCT (Component Correspondence POC, COORDDISTLIST e-mail addresses, Authorized Signers “for” the Component Head, etc.)

C1.3.8.6. Sign all official Component-level correspondence (multi-memos) addressed to other Components.

C1.3.9. Component Correspondence POC is the Component’s focal point for correspondence and tasks, and must ensure the Component’s compliance with the Agency’s correspondence procedures. Component Correspondence POCs serve as trusted agents of their Component Head in managing administrative aspects of correspondence management such as assigning tasks within the component, transmitting component coordination, and requesting suspense actions. Each organization should have a minimum of one primary POC with an alternate. Normally, Component Correspondence POCs will perform the following duties:

C1.3.9.1. Monitor and maintain their Component’s organizational inbox.

C1.3.9.2. Accept tasks for their organization and manage assignments of tasks within their organization.

C1.3.9.3. Track status of open cases within their organization and work with action officers to complete them.

C1.3.9.4. Review correspondence emanating from their organization for compliance with established guidelines prior to submission.

C1.3.9.5. Sign requests for changes to tasks via Suspense Action Forms, as authorized (see C3.3).

C1.3.9.6. Serve as a liaison with CCT and other Component Correspondence POCs in transmitting coordination, requesting suspense changes, submitting correspondence, etc.

C1.3.10. Action Officers are the subject matter experts who actually accomplish the tasks and generate and staff responsive packages. Action officers should be familiar with the Agency's correspondence procedures. Action officers will:

C1.3.10.1. Conduct thorough research and analysis to provide leadership with accurate information.

C1.3.10.2. Prepare packages and correspondence in accordance with established guidelines.

C1.3.10.3. Seek guidance on tasks from their Component Correspondence POC.

Chapter 2. TASK ASSIGNMENT

C2.1. **General.** This chapter explains the procedures for analyzing, generating and assigning Agency-level tasks in the CTS. CTS tasks are normally discrete, short-term tasks with specific suspense dates, assigned to individual Components. (See C1.2.5 for guidance on tasking authorities, and C5.4.1 for guidance on assigning more complex tasks by memorandum.)

C2.1.1. **Agency-level Tasks.** CCT has primary responsibility for assigning official Agency-level tasks to responsible Components within the Agency on behalf of the Director. Agency-level tasks include:

C2.1.1.1. Higher Headquarters tasks from USD(AT&L), ASD(A), OSD, or other higher headquarters elements.

C2.1.1.2. Tasks assigned to DCMA through the Staff Action Correspondence Control Portal (SACCP).

C2.1.1.3. External correspondence addressed to the Director, Deputy Director, or to the Agency generally.

C2.1.1.4. Tasks initiated by the Director or Deputy Director, or the Chief of Staff or Military Assistant on their behalf (i.e., Front Office Tasks or Director's Tasks). This may include tasks generated at Performance Reviews, Council meetings, or other such venues that warrant agency-level tasking or Front Office visibility.

C2.1.2. **Component-level Tasks.** Components should normally use standard memorandums to assign work outside their Component. (See C5.4.1 for guidance on assigning tasks by memorandum.) Components may use CTS for Component-internal task management or other proprietary inter-Component tasks (e.g., FOIA responses, Mission Review Team Assessments). (Contact CCT for requirements and access.)

C2.2. **Analysis.** Upon receipt of agency-general correspondence or a Front Office task, CCT will analyze the requirements to determine the appropriate organization to answer the task and any appropriate mandatory coordinating offices, as well as the appropriate response type(s) and timeframe for completion.

C2.2.1. **Task Placement.** CCT will assign tasks to Components based on the suitability of the Component to answer the task, or as directed by the tasking authority.

C2.2.1.1. CCT will use the established organization charters and general knowledge of Component functions in making assignments.

C2.2.1.2. CCT may consult with Component Correspondence POCs to determine the most appropriate assignment.

C2.2.2. Component-level Correspondence. CCT will neither analyze nor control incoming correspondence addressed to specific organizations or individuals within the Agency, but will route such correspondence directly to the addressed organization.

C2.2.3. Classified Correspondence. CCT will handle the assignment of classified tasks on a case-by-case basis, in conjunction with the Agency security office (DCMA-DSS).

C2.3. **Task Generation**.

C2.3.1. CCT will generate a case in CTS for each task.

C2.3.2. Each task will be as specific as possible and will include all of the following elements:

C2.3.2.1. CONTROL NUMBER

C2.3.2.1.1. Each task will be assigned a unique control number consisting of the letters “CCT” followed by two digits representing the fiscal year, followed by a three-digit serial number (e.g., CCT-10-001).

C2.3.2.1.2. While other control numbers may be associated with the case (e.g., “OSD number” or “SACCP number”), the “CCT number” is the primary identifier for the task within DCMA.

C2.3.2.1.3. Note: Other elements of the Agency may use CTS for task tracking purposes. Agency-level tasks will have the “CCT number” designation.

C2.3.2.2. SUBJECT LINE. CCT will include a subject line either from the originating correspondence or otherwise, as appropriate to the task.

C2.3.2.3. TASKED COMPONENT

C2.3.2.3.1. CCT will assign tasks to the organization best suited to answer the correspondence or task based on the organizational charters, knowledge of Component functions, or as directed by the front office. CCT may also consult with Component Correspondence POCs in determining the appropriate assignment.

C2.3.2.3.2. Tasks will be assigned to top-level direct-report organizations (i.e., Components) only. (See C1.2.6 for guidance on Chain of Command and Component Head responsibility.) Component Heads will make assignments to sub-Components as necessary.

C2.3.2.3.3. Only one Component will be assigned per task. If a task requires input from multiple Components, one will be assigned as the lead, based on suitability to compile the response; other Components will be assigned as

mandatory coordinating offices. If tasks require separate responses from multiple Components, each will receive its own unique task in CTS.

C2.3.2.4. MANDATORY COORDINATING OFFICES

C2.3.2.4.1. As appropriate or as directed, CCT will assign mandatory coordinating offices. (See Chapter 4 for detailed guidance on coordination.)

C2.3.2.4.2. Mandatory coordinating offices will be assigned at the Component level, with subordinate offices assigned only by exception.

C2.3.2.5. REQUIREMENT

C2.3.2.5.1. Standard Tasks. (See Figure 1, “Standard Task Matrix” for listing of standard tasks with required response and suspense.) CCT will assign a standard task from the following:

C2.3.2.5.1.1. Prepare a Reply for the Director’s Signature (PRD). The Component will prepare a letter, memorandum, or other correspondence as appropriate for the Director’s signature (or Deputy Director’s signature, as specified) and submit it to CCT under cover of an Action Memo. (Accompanying SAF requests closure.)

C2.3.2.5.1.2. Reply Direct (RD). The Component will respond directly to the correspondence at the appropriate signature level within the Component and will submit a copy of the response to CCT via SAF for closure.

C2.3.2.5.1.3. Reply Direct (Front Office Review) (RDR). The Component will prepare a response to be signed out at the appropriate level within the Component and submit the proposed response in an action memo via CCT for Front Office approval. (Accompanying SAF requests closure.)

C2.3.2.5.1.4. Director’s Tasking (DT). The Component will complete the Director’s Tasking as specified in the requirement. Unless otherwise specified in the tasking, the Component will submit an Action or Info Memo via CCT to report completion of task (including findings/summaries/analysis, as appropriate). (Accompanying SAF requests closure.)

C2.3.2.5.1.5. Brief the Director (BTD). The Component will prepare and present a briefing to the Director, as specified in the requirement. The suspense date indicates the date by which the briefing is to occur and documentation of completion submitted to CCT via SAF for closure. The Component must work with the Director’s scheduler to set the briefing.

C2.3.2.5.1.6. Brief the Council (BTC). The Component will prepare and present a briefing to the DCMA Council, as specified in the requirement. The suspense date indicates the date by which the briefing materials are to be submitted to the Council Executive Secretary, with a copy to CCT via SAF for closure.

C2.3.2.5.1.7. Comments and Recommendations (CR). The Component will analyze and research the subject correspondence or issue and submit comments and recommendations via Action or Info Memo, as appropriate, for closure. (Accompanying SAF requests closure.)

C2.3.2.5.1.8. Provide Interagency Coordination (PIC). The Component will provide coordination at the appropriate level, based on requirements of the request, and will provide documentation of coordination achieved to the CCT via SAF for closure. For tasks requiring submission of coordination via SACCP, Components will work with the CCT to make appropriate submissions.

C2.3.2.5.1.9. For Appropriate Action (FAA). The Component will take appropriate action and will provide documentation of task completion via SAF to CCT for task closure. (Note: FAA tasks with suspense dates assigned require documentation of completion via SAF; FAA tasks with no suspense date assigned are considered closed upon tasking and Components may report completion at their discretion.)

C2.3.2.5.1.10. For Information Only (INFO). Information “tasked” for information only requires no response from the Component.

C2.3.2.5.2. Unspecified Requirements. For tasks with specific requirements not outlined in the standard tasks listed above, CCT will assign “FAA” and will specify the desired action and the requirements to achieve closure.

C2.3.2.5.3. Higher-headquarters Requirements. CCT will identify special requirements for higher-headquarters tasks (e.g., 24-hour identification of Action Officer for certain OSD tasks, OSD suspense changes, transfers, periodic status updates) and will work with Component Correspondence POCs to ensure compliance.

C2.3.2.6. DOCUMENTATION AND ATTACHMENTS

C2.3.2.6.1. CCT will attach an electronic copy of the source document (i.e., incoming correspondence or task) to the case in CTS and will provide additional guidance, information, documents, and requirements as appropriate, with the following exceptions:

C2.3.2.6.1.1. CCT will not attach documentation containing PII to the case in CTS, but will attach such information, appropriately marked and/or encrypted, to a separate notification e-mail to the Component Correspondence POC of the tasked organization only.

C2.3.2.6.1.2. CCT will not attach or include any classified correspondence or material to the case in CTS or in any other system not authorized for classified material. CCT may generate a case in CTS for tracking tasks that involve classified material, but will route any classified material through approved classified channels only.

C2.3.2.6.1.3. Attachments too large for electronic distribution will be made available in hard copy.

C2.3.2.6.2. CCT will include a link to the approved Suspense Action Form. (See Figure 2, “Suspense Action Form.”)

C2.3.2.7. SUSPENSE DATE

C2.3.2.7.1. CCT will assign a specific suspense date for each Agency-level task based on the task requirement, tasking authority direction, or by standard suspense times as indicated in the Standard Task Matrix (Figure 1). The suspense date indicates the deadline for completion of the task and submission of materials to CCT for closure.

C2.3.2.7.2. Unless otherwise indicated, tasks are due at 5:00 p.m. on the suspense date listed in the CCT task.

C2.3.2.7.3. CCT may assign a shorter suspense date than indicated in the generating correspondence to enable ample time for front office review and approval or other processing requirements. This is typical for many higher headquarters tasks.

C2.3.2.7.4. Should a task require interstitial suspense dates, CCT will indicate such in the task detail and set the task suspense at the earliest suspense date, to be extended to succeeding dates upon completion of intermediate requirements.

C2.3.2.7.5. Components may request extensions to assigned suspense dates through the suspense management function. (See Figure 2, “Suspense Action Form.” See C3.3 for guidance on requesting changes to tasks.)

C2.4. **Assignment Notification.**

C2.4.1. Notification Method. CCT will notify tasked Components and mandatory coordinating offices by e-mail to the Component’s organizational inbox with a read-

receipt requested.

C2.4.1.1. Notification will include a description of the task in the body of the e-mail, and a link to the specific case in CTS.

C2.4.1.2. Tasked Components will be listed in the “To” field.

C2.4.1.3. Mandatory coordinating offices and appropriate front-office addressees will be listed in the “CC” field.

C2.4.2. Timeframe. Depending on workload and case complexity, CCT will analyze and assign tasks within two hours of receipt. In situations where multiple cases appear simultaneously, CCT will prudently apply the following prioritization:

C2.4.2.1. Higher headquarters tasks (tasks with OSD numbers or SACCP numbers, or memorandums signed by the Secretary of Defense).

C2.4.2.2. Congressional correspondence.

C2.4.2.3. Director’s Tasks.

C2.4.2.4. Other correspondence.

Chapter 3. SUSPENSE MANAGEMENT AND TASK COMPLETION

C3.1. **General.** This chapter sets forth the requirements and processes for managing and completing Agency-level tasks within the Correspondence Tracking System (CTS). It outlines the mechanical aspects of receiving tasks, as well as requesting changes and achieving closure for tasks. (See Chapter 5 for specific guidance regarding package generation, formats, etc.)

C3.2. **Task Reception, Acknowledgments, and Status Updates.**

C3.2.1. **Reception.** Components will receive official tasks through their organizational inbox and are responsible for tasks upon reception.

C3.2.2. **Acknowledgments and Status Updates.**

C3.2.2.1. OSD or SecDef tasks received via the SACCP tasking system normally require identification of the action officer within 24 hours of receipt, and periodic status updates thereafter.

C3.2.2.1.1. CCT will inform Components of this requirement for each task requiring such notification.

C3.2.2.1.2. As directed, Components will provide the action officer name to CCT as soon as possible and no later than 24 hours after receipt, and will also provide status updates to CCT.

C3.2.2.2. CCT may periodically request from Components status updates on other cases, as directed by higher authority.

C3.3. **Suspense Changes.** As subject matter experts, Components are responsible to request changes to tasks if the requirement differs, in their judgment, from the best interests of the Agency, and in order to provide realistic expectations regarding the response (i.e., timeliness, appropriate response mechanism, etc.).

C3.3.1. **Suspense Action Form (SAF).** The SAF is the appropriate mechanism for requesting and documenting all changes to assigned tasks (See Figure 2). Components submit the SAF to CCT in order to request transfer, extension, re-grade, cancellation, and closure of assigned tasks. CCT will maintain a copy of the signed SAF and any accompanying documentation in the case file.

C3.3.1.1. **Component Head Endorsement.** All requests for changes to tasks must be endorsed by the Component Head, his or her Authorized Signer, or the Component Correspondence POC.

C3.3.1.2. **Timely Submission.** To ensure timely action, Components should make requests for changes to tasks as soon as the need for the change becomes apparent.

See C3.3.1.3.3 below for specific timelines for requesting transfers.

C3.3.1.3. Standard Suspense Actions.

C3.3.1.3.1. Action Complete. Components submit an SAF with a completed package for appropriate documentation of task closure. (See C3.4 “Task Closure.”)

C3.3.1.3.2. Extension. Components should request extensions as soon as the need for extension is known, and must justify requests with concrete actions to be taken and external time constraints. Extension requests made solely to prevent a task entering “overdue” status will normally be disapproved.

C3.3.1.3.3. Transfer. Components may request that a task be transferred to a different organization.

C3.3.1.3.3.1. If requested within 24 hours of assignment, and with a reasonable rationale, CCT will approve requests for transfers of tasks.

C3.3.1.3.3.2. After the initial 24-hour period, Components must coordinate the transfer with the receiving organization, and must provide the name and contact information of the person accepting the task in the justification.

C3.3.1.3.4. Re-grade. If the Component believes that a different response is more appropriate than the one tasked, they may request that the task be re-graded.

C3.3.1.3.5. Cancellation. If the task becomes obsolete or is otherwise overcome by events, Components may request cancellation.

C3.3.1.4. Justification. Components must provide written justification for the requested change, including any pertinent supporting documents or rationale.

C3.3.2. Attachments. If applicable, components should attach documentation to support their request. The purpose of the documentation is to document task completion or to justify their request or facilitate the approving authority in making a determination for change to the suspense.

C3.3.3. Submission. Components may submit SAFs and supporting documentation in hard copy directly to CCT or electronically to the correspondence control inbox (correspondencecontrol@dcma.mil). Electronic submissions may be made either with a scanned, signed copy of the SAF, or a digitally signed PDF with supporting documents identified as separate attachments. (Note: a fillable PDF version of the SAF is available on correspondence control Web site: <https://home.dcma.mil/correspondence>). See C3.4 for specific requirements regarding task closure.

C3.3.4. Approval Authority. Requests for changes to tasks will be forwarded to the Director's Designated Tasking Agents for decision. Exceptions:

C3.3.4.1. CCT will approve appropriately submitted transfer requests for tasks generated from incoming correspondence. CCT may forward these to the Front Office for additional consideration.

C3.3.4.2. The Director's Agents may delegate decision authority for certain suspense actions to the Corporate Support Directorate (DCMA-DS) or to the CCT.

C3.3.5. Higher Headquarters Tasks. Changes to higher headquarters tasks sometimes require additional work. Components will work with the CCT to request changes to such tasks.

C3.4. Task Closure. While completion of the task ultimately depends on the substance and quality of the response, certain mechanical elements serve to "close out" a task in the system.

C3.4.1. Complete Submission. Responses to tasks must contain the required materials, properly formatted, with appropriate signatures and coordination. Appropriate responses to tasks usually include documentation of action taken to complete the task (e.g. copy of signed correspondence, copy of email sent) or a responsive package (Action or Info Memo) addressed to the Director. See Chapters 4 and 5 for guidance on staffing, coordination, formats, package assembly, etc. All submissions requesting closure must include a completed SAF (see C3.3 for guidance regarding submission of SAF).

C3.4.2. Timely Submission. To be counted as "on time," responses must be submitted by 5:00 p.m. on the suspense date specified in the task.

C3.4.3. Routing. Components must submit responses to tasks through CCT for closure. CCT will forward responses to the appropriate tasking authority for closure determination. Components may submit responses in hard copy directly to CCT or electronically to correspondencecontrol@dcma.mil. Electronic submissions must include all required elements as separate attachments to the email. The SAF may be included as a scanned copy of the signed original or as a digitally signed PDF. CCT will print and assemble packages submitted electronically. (Note: to facilitate correct assembly and timeliness, hard copy submission may be preferred for responses that include packages for front office review, i.e. Action or Info Memos. See C5.2.6 for guidance on assembling packages for front office review.)

C3.4.4. Standard Tasks and Responses. The following points list the specific instruments required to complete standard tasks. (See Chapter 5 for detailed guidance on document types and formats, package assembly, etc.)

C3.4.4.1. Prepare a Reply for the Director's Signature (PRD). The Component will prepare a letter, memorandum, or other correspondence as appropriate for the Director's signature (or Deputy Director's signature, as specified) and submit it to

CCT under cover of an Action Memo. (Accompanying SAF requests closure.)

- C3.4.4.2. Reply Direct (RD). The Component will respond directly to the correspondence at the appropriate signature level within the Component and will submit a copy of the response to CCT via SAF for closure.
- C3.4.4.3. Reply Direct (Front Office Review) (RDR). The Component will prepare a response to be signed out at the appropriate level within the Component and submit the proposed response in an action memo via CCT for Front Office approval. (Accompanying SAF requests closure.)
- C3.4.4.4. Director's Tasking (DT). The Component will complete the Director's Tasking as specified in the requirement. Unless otherwise specified in the tasking, the Component will submit an Action or Info Memo via CCT to report completion of task (including findings/summaries/analysis, as appropriate). (Accompanying SAF requests closure.)
- C3.4.4.5. Brief the Director (BTD). The Component will prepare and present a briefing to the Director, as specified in the requirement. The suspense date indicates the date by which the briefing is to occur and documentation of completion submitted to CCT via SAF for closure. The Component must work with the Director's scheduler to set the briefing.
- C3.4.4.6. Brief the Council (BTC). The Component will prepare and present a briefing to the DCMA Council, as specified in the requirement. The suspense date indicates the date by which the briefing materials are to be submitted to the Council Executive Secretary, with a copy to CCT via SAF for closure.
- C3.4.4.7. Comments and Recommendations (CR). The Component will analyze and research the subject correspondence or issue and submit comments and recommendations via Action or Info Memo, as appropriate, for closure. (Accompanying SAF requests closure.)
- C3.4.4.8. Provide Interagency Coordination (PIC). The Component will provide coordination at the appropriate level, based on requirements of the request, and will provide documentation of coordination achieved to the CCT via SAF for closure. For tasks requiring submission of coordination via SACCP, Components will work with the CCT to make appropriate submissions.
- C3.4.4.9. For Appropriate Action (FAA). The Component will take appropriate action and will provide documentation of task completion via SAF to CCT for task closure. (Note: FAA tasks with suspense dates assigned require documentation of completion via SAF; FAA tasks with no suspense date assigned are considered closed upon tasking and Components may report completion at their discretion.)

C3.4.4.10. For Information Only (INFO). Information “tasked” for information only requires no response from the Component.

C3.4.4.11. Unspecified Requirements. For tasks with specific requirements not outlined in the standard tasks listed above, CCT will assign “FAA” and will specify the desired action and the requirements to achieve closure.

C3.4.5. Determination of Closure.

C3.4.5.1. CCT Closure. For tasks not requiring front office review (e.g., Reply Direct (RD) or Provide Interagency Coordination (PIC)), CCT will close the case upon receipt of a completed SAF form and documentation of task completion.

C3.4.5.2. Front Office Closure. For tasks requiring front office review or action (e.g., Prepare a Reply for the Director’s Signature (PRD) or Director’s Tasking (DT)), CCT will tentatively close the case upon receipt of a complete package including the SAF form and materials required by the tasking, and will fully close the case upon receipt of the approved SAF form.

C3.4.6. Reopening a Case. CCT may reopen a task on direction of the Tasking Authority (see C3.5 “Returns”).

C3.5. **Returns.** Packages may be returned and tasks reopened at any time after submission because of an incomplete submission, errors in format or package assembly, or an otherwise unsatisfactory response to the task. The following guidelines apply to returns:

C3.5.1. Explanation for Return. To the greatest extent possible, returns will include a clear explanation of the reason the package is being returned, with references to policy and other guidance or instructions for correction.

C3.5.2. Routing. Returns will be made through CCT for appropriate tracking and notifications.

C3.5.3. Extensions.

C3.5.3.1. In cases where additional work is requested beyond that specified in the original tasking, the tasking authority may reset the suspense date. (The default extension will be three days from the date of the return.)

C3.5.3.2. Suspense dates for packages returned due to incomplete submission or errors in format or package assembly will not normally be extended.

Chapter 4. PACKAGE STAFFING AND COORDINATION

C4.1. General. Effective coordination is a core element of staff work and is essential to ensuring that the Director receives information that fully accounts for the broad spectrum of agency operations and interests. Authoring and coordinating components share responsibility for thoroughly coordinating on Agency-level packages. (Contact CCT for guidance on OSD or interagency coordination. See C5.4.3 for coordination requirements for Component-level memorandums.)

C4.1.1. Agency-level Packages. This chapter establishes the requirements for staffing and coordinating Agency-level packages (Action or Info Memos addressed to the Director or Deputy Director) either in response to a tasking, or as self-initiated by the Component.

C4.1.2. Informal Coordination. Components should conduct informal coordination of packages at the action officer level (e.g., working groups, IPTs, action officer-to-action officer) prior to submitting for formal intra-agency coordination.

C4.1.3. Component-internal Coordination. Components should establish requirements and processes for internal staffing and coordinating of packages. Component Heads are responsible for correspondence generated under their purview and for their organization's coordination.

C4.1.4. Proprietary Coordination Requirements. Certain processes or functions (e.g. policy generation) may require additional specific coordination procedures. Components should follow such procedures as established in the function's governing policy.

C4.2. Responsibilities.

C4.2.1. Authoring Components. Components authoring Agency-level correspondence or packages for the Director or Deputy Director are responsible to manage the coordination process, including soliciting coordination from appropriate stakeholders, providing adequate time for coordination, negotiating and resolving differences, incorporating changes, and appropriately documenting and citing coordination.

C4.2.1.1. Authoring Components must provide complete, thorough, and finished products to Components for coordination (including the entire package to be submitted to the Director).

C4.2.1.2. Authoring Components must give ample and reasonable time to coordinate and must attempt to accommodate coordinating Components' requests for additional time.

C4.2.2. Coordinating Components. Components coordinating on Agency-level correspondence are responsible to provide timely, relevant, and unambiguous coordination with positions that support their area of responsibility and the overall

interest of the agency.

C4.2.3. Correspondence Control Team (CCT) will review packages for compliance with coordination requirements as set forth in this chapter, and will return substandard packages for correction.

C4.3. **Requesting Coordination.**

C4.3.1. Organizational Inboxes. For convenience and standardization, Components should send coordination requests to the organizational inboxes of the components with whom they wish to coordinate.

C4.3.2. COORDDISTLIST. The COORDDISTLIST email group has been established to facilitate coordination among all components. Components should use the COORDDISTLIST function only when the subject or package requires coordination of all components (see Table 1 for a list of all Components and Component Heads). Coordination requests sent to COORDDISTLIST are routed to the organizational inboxes of each component. Contact CCT for additional information or to update information.

C4.3.3. Coordination Requirements. Components may achieve coordination in the manner that best suits their situation or in accordance with coordination requirements of the program or subject being coordinated, but must meet the following general requirements on Agency-level packages:

C4.3.3.1. Material Requiring Coordination and Coordinating Offices.

C4.3.3.1.1.1. Components must obtain coordination on Agency-level packages involving programs, decisions or issues over which they do not exercise sole authority or which significantly affect other Components.

C4.3.3.1.1.2. Components must obtain coordination as specified in an official CTS task or as otherwise directed by the Director, Deputy Director, or Tasking Authority.

C4.3.3.1.1.3. Components must obtain coordination on Agency-level packages that warrant input or review from other Components, either in their own estimation or as requested by another Component.

C4.3.3.1.1.4. Components must obtain coordination on Agency-level packages whose programs require coordination.

C4.3.3.1.1.5. Components should take care in requesting coordination to balance the need of obtaining comprehensive coordination with the risk of overwhelming the agency with unnecessary coordination requests. Components should avoid the “shotgun” approach of requesting

coordination from all components, regardless of their stake. (See C4.3.3.6 for standing mandatory coordination requirements.)

C4.3.3.2. Principal-level Coordination.

C4.3.3.2.1. Packages addressed to the Director or Deputy Director must reflect the coordination of the Component Head or his or her Authorized Signer “for” the Component Head. Lower-level coordination (i.e., action officer-level) will not be accepted.

C4.3.3.2.2. The coordinating Component’s correspondence POC may provide coordination that specifically indicates by-name concurrence of the Component Head or Authorized Signer. (Authoring Components must be able to substantiate cited coordination with documentation indicating principal-level coordination.)

C4.3.3.3. Currency of Coordination. Components must provide current coordination that reflects a determination made at the time of submission of the package to the Director. Significant lapse in time or changes in organization, leadership, programs, or policies after initial coordination may warrant re-coordination. In no case shall final coordination older than two months be considered valid.

C4.3.3.4. Final and Unambiguous Coordination. While the coordination process may involve extended discussions, negotiations or changes, the final coordination cited on an Agency-level package must be either “Concur” or “Nonconcur,” and must indicate coordination on the final package to be submitted to the Director. (See C4.3.3.4.4 for guidance on declaring “No Stake”).

C4.3.3.4.1. Conditional concurrence (e.g., concurrence “with comment”) is not an acceptable final declaration. Authoring and coordinating Components must resolve critical issues and obtain an unequivocal final declaration (“concur” or “nonconcur”).

C4.3.3.4.2. Changes made to the package after requesting coordination (other than minor formatting or typographical edits) must be re-coordinated with any affected stakeholder.

C4.3.3.4.3. Components providing a final coordination of “Nonconcur” must provide the requestor with a statement explaining their objection, to be included in the final package.

C4.3.3.4.4. If a Coordinating Component has no stake in the issue being presented for coordination, they may make a statement of “No Stake.” This statement indicates that they have reviewed the package and verify that their organization has no stake in the issue and no comments.

C4.3.3.5. Explicit Coordination. Coordinating Components must provide explicit coordination (i.e., silence does not indicate concurrence). If attempts to obtain explicit coordination from a Component fail, the authoring Component will indicate “No Response” on the coordination citation and will provide documentation of attempts made to coordinate. Failure to obtain coordination after reasonable attempts should not prevent submission of a package. Packages missing coordination may be returned to Authoring Components to obtain coordination, or tasked to Coordinating Components for coordination.

C4.3.3.6. Standing Mandatory Coordination Requirements.

C4.3.3.6.1. General Counsel. Components must coordinate with General Counsel on all correspondence to be signed by the Director or Deputy Director that has legal implications or possible adverse reflections on the Agency. Components must obtain positive legal coordination on all Agency policies.

C4.3.3.6.2. Public Affairs. Components must coordinate with the office of the Director for Congressional and Public Affairs (DCMA-DSA) via the Executive Director for Corporate Support (DCMA-DS) on all correspondence to be signed by the Director or Deputy Director that has legislative or media implications, or will be addressed to Members of Congress or their staffs.

C4.3.3.6.3. Union Coordination. Components must coordinate with the Chief, Labor and Employee Relations (DCMAC-DL) via the Executive Director for Human Capital (DCMA-HC) on any correspondence or policy with Union-related implications. DCMA-DL will ensure union coordination is accomplished as appropriate. The Component will provide an electronic copy of the approved document to DCMAC-DL prior to implementation or publication.

C4.3.3.6.4. Specialized Requirements. Components will adhere to any specialized coordination requirements as set forth in agency policy or as directed by the Director.

C4.4. Citing Coordination. For packages with two or more coordinating offices, the authoring Component should include the citation(s) on a separate single sheet attached as the final tab of the Agency-level package. Packages with only a single coordination may cite such on the COORDINATION line of the package, including all of the following required coordination elements. (See C5.2 for guidance on setting up Action and Info Memos; See Figure 3 for a sample Coordination page.)

C4.4.1. Required Elements. The final coordination cited on an Agency-level package must contain the following elements:

C4.4.1.1. Organization/Component. List the name of the coordinating Component.
(Note: Do not list the originating/authoring Component as a coordinating office.)

C4.4.1.2. Coordinating Official Name and Title. List the name or signature of the Component Head providing coordination, and his or her title.

C4.4.1.3. Concurrence (“Concur”, “Nonconcur,” “No Stake” or “No Response”).

C4.4.1.3.1. List whether the Component concurs or nonconcurs with the package.

C4.4.1.3.2. Any “nonconcur” response must be accompanied by a statement from the dissenting Component Head, explaining his or her objection to the package, attached to the package immediately behind the coordination summary sheet.

C4.4.1.3.3. For coordination attempted but not received, enter “No Response” and provide documentation of attempted coordination immediately behind the coordination summary sheet.

C4.4.1.4. Date. List the date that the coordination was achieved.

C4.4.2. Internal coordination. Components should not include Component-internal coordination in Agency-level packages unless directed. List coordination of the Component Head only.

C4.4.3. Deliberative documents. Components should maintain deliberative coordination documents on file, but should only attach them if they are relevant to the Director’s information or decision and explained within the body text of the memorandum.

Chapter 5. DOCUMENT TYPES AND FORMATS

C5.1. **General**. This chapter defines the official document types used in DCMA correspondence and sets forth the required formats and submission procedures. The standardized document types used in DCMA correspondence promote good communication and establish important correspondence elements that strengthen accountability, allow efficient processing, and facilitate decision making. This chapter also provides guidance on the official Agency letterhead.

C5.1.1. **Standard Agency-level Correspondence Types**. Official document types for DCMA Agency-level correspondence (correspondence addressed to or from the Director, DCMA) fall into two general categories:

C5.1.1.1. Transmittal items are standardized memorandums addressed to the Director from a Component Head that transmit information or solicit action; hence, Info Memo and Action Memo. (See Paragraph C5.2 for formatting guidance on Transmittal Items.)

C5.1.1.2. Signature items are the documents transmitted by an Action Memo that are intended for the Director's signature. Examples include letters, memorandums, policies, or USD(AT&L) transmittal items. (See C5.3. for formatting guidance on Agency-level Signature Items.)

C5.1.2. **Component-level Correspondence Document Types**.

C5.1.2.1. Component-internal Transmittal Items. Components are responsible for determining methods and formats for Component-internal correspondence, but are encouraged to use the Action and Info Memo format set forth in C5.2.

C5.1.2.2. Signature Items. Components should follow the guidance in C5.3 to produce signature items addressed outside their own Component.

C5.2. **Transmittal Items (Info / Action Memos)**. The two primary purposes for official correspondence between a Component and the Director are to 1) provide information, and 2) elicit a decision. Accordingly, Components will conduct official communication with the Director using the Info Memo or the Action Memo formats only. (Exception: A "Read Ahead" is a separate type of uncontrolled correspondence addressed to the Director with specific format and submission requirements. See Paragraph C5.2.7 for specific guidance on Read Aheads.)

C5.2.1. **Info Memo**. The Info Memo is used to convey information to the Director that does not contain recommendations for specific immediate actions. An Info Memo may be generated in response to a task, or self-initiated by the Component. (See Figure 4 for a sample Info Memo; Info Memo template available on correspondence control Web site: <https://home.dcma.mil/correspondence>.)

- C5.2.2. Action Memo. The Action Memo is used to convey information to the Director with a recommendation for action, approval or signature. An Action Memo may be generated in response to a task, or self-initiated by the Component, and often contains a document for the addressee to sign (signature item). (See Figure 5 for a sample Action Memo; Action Memo template available on correspondence control Web site: <https://home.dcmamil/correspondence>.)
- C5.2.3. General Format Guidelines. Apply the following guidelines to Info and Action Memos.
- C5.2.3.1. Style. Use concise, straightforward language, with logical organization and flow. Writing should demonstrate thorough staff work while facilitating quick decision-making. (See Chapter 6 for detailed style guidance.)
- C5.2.3.2. Length. Keep Action and Info Memos to one page, if possible. If the information cannot be restricted to a maximum of two pages, summarize the main points in the cover memo and provide additional information as an attachment to the package.
- C5.2.3.3. Stationery. Letterhead is not required for Action or Info Memos sent within the agency; however, Components may use electronic DCMA letterhead or the electronic DCMA Action or Info Memo templates. Otherwise use 8.5 by 11-inch plain paper. (See C5.5 for specific guidance on official letterhead. Electronic letterhead available on correspondence control Web site: <https://home.dcmamil/correspondence>.)
- C5.2.3.4. Margins. Use 1-inch margins on all sides. If using letterhead, adjust the top margin to accommodate.
- C5.2.3.5. Font. Use Times New Roman, 12-point typeface.
- C5.2.3.6. Paragraphing. Organize material logically, using paragraphs or bullets. Use sub-bullets as necessary, but avoid extensive use of multilayered bullets. Use complete sentences and maintain parallel construction in bullets. (See Chapter 6 for specific style guidance.)
- C5.2.3.7. Indentation. Indent the first line of each paragraph a half-inch from the left margin. If using bullets, align top-level bullets with the left margin; indent sub-bullets a half-inch.
- C5.2.3.8. Spacing. Single space within a paragraph or bullet for all memorandums containing two or more paragraphs or bullets. Place a double space between paragraphs and bullets. Double space between lines if the memorandum contains only one paragraph of eight lines or fewer.

C5.2.4. Specialized Formats or Elements. Certain packages will require specialized formats or information elements (e.g., policy change notice, award nominations). Format the body of the memorandum including any elements required by the signature/approval item, or in accordance with policy governing the subject.

C5.2.5. General Required Elements. The following elements are required for Info and Action Memos.

C5.2.5.1. Header. At the top margin, or a double space below the last line of the letterhead if used, type “**ACTION MEMO**” or “**INFO MEMO**”, as appropriate, in ALL CAPS, centered, and in **boldface** type.

C5.2.5.2. Deputy Chop Block. A single space below the Header and aligned at the right margin type “DepDir_____”. (This element is for the Deputy Director to indicate his or her review.)

C5.2.5.3. Address Line. A single space below the Deputy Chop Block and aligned at the left margin, type “FOR:” followed by the title of the addressee in ALL CAPS (e.g., FOR: DIRECTOR, DCMA).

C5.2.5.4. From Line. A double space below the address line, type “FROM:” followed by the name and title or office symbol of the sender.

C5.2.5.5. Signature. The sender signs the memorandum in black or blue ink immediately above or to the right of the sender’s name in the “FROM” line.

C5.2.5.5.1. Only Component Heads, or their Authorized Signers in their absence, may address official correspondence directly to the Director. (See C1.2.7 for guidance on signature levels.)

C5.2.5.5.2. If an Authorized Signer signs “for” the Component Head, he or she must indicate such when signing (see C1.2.7.7).

C5.2.5.6. Date. Enter the date the memorandum was signed, preferably in the signer’s handwriting immediately following the signature, or using a date stamp placed between the header and address line, aligned with the right margin. (Note: Do not include the date the document was prepared.)

C5.2.5.7. Subject Line. A double space below the “from” line, type “SUBJECT:” followed by a concise description of the memorandum’s content and purpose. If more than one line is required, align succeeding lines with the first word of the subject.

C5.2.5.8. Body. A double space below the subject line, insert the body of the text, using standard paragraphs or bullets. (See Paragraph C5.2.3.6 “Paragraphing”.)

C5.2.5.8.1. Use concise, yet thorough language, and organize thoughts logically. (See Chapter 6, Writing Style and Preferred Usage, for specific style guidance.)

C5.2.5.8.2. As appropriate, clearly reference attachments within the body text using ALL CAPS (e.g., “Attached at TAB A is a letter for your signature”).

C5.2.5.8.3. Include any specialized elements as required by the approval/ signature item or the policy governing the subject.

C5.2.5.9. Recommendation Line and Approval Block (Action Memo ONLY). A double space below the last line of body text in an Action Memo, type “RECOMMENDATION:” followed by the specific action the sender recommends that the Director take. (See Table 2 for samples of appropriate recommendation lines.)

Table 2. Sample Recommendation Lines		
RECOMMENDATION: Director sign memorandum at TAB A. [no approval line]		
RECOMMENDATION: Director approve realignment of function X from organization Y to organization Z.		
Approve_____	Disapprove_____	Other:
RECOMMENDATIONS:		
Director approve realignment of function X from organization Y to organization Z.		
Approve_____	Disapprove_____	Other:
Director approve realignment of function P from organization Q to organization R.		
Approve_____	Disapprove_____	Other:

C5.2.5.9.1. For recommendations that require the Director’s approval of a specific course of action spelled out in the Action Memo, include an approval block with options for “Approve,” “Disapprove,” and “Other,” a double space below the recommendation line.

C5.2.5.9.2. For recommendations requiring the Director’s signature on an attached item, the signature item itself serves as documentation of approval. The approval block may be omitted.

C5.2.5.9.3. For packages with multiple recommendations, each should be spelled out separately, with separate approval blocks.

C5.2.5.10. Coordination Line. A double space below the recommendation line/approval block in an Action Memo, or a double space below the body text in an Info Memo, type “COORDINATION:” and specify the tab with the list of coordinating officials (always at the final tab of the package). (See Chapter 4 for detailed coordination guidance and C4.4 for required citation elements; see Figure 3 for a sample coordination page.)

C5.2.5.10.1. If no coordination was required or obtained, type “none.”

C5.2.5.10.2. Memorandums with only a single coordinating office may cite the coordination directly on the coordination line, including all required elements separated by commas. (See C4.4 for required citation elements.)

C5.2.5.11. Attachments. A double space below the coordination line, type “Attachment(s):” followed by “As stated” if the attachments were clearly identified in the text (see C5.2.5.7.2.) If not, list each attachment on a separate line, beginning on the next line. If the package contains no attachments, type “None.” (See Table 3 for Sample Attachment Lines. See C5.2.6 for guidance on package assembly.)

Table 3. Sample Attachment Lines
<p>If all attachments are clearly identified in the body text, indicate “As stated.”</p> <p>Attachment(s): As stated</p>
<p>If the package contains no attachments, indicate “None.”</p> <p>Attachments: None</p>
<p>If the package contains attachments, any of which are not specifically identified in the body text, list ALL attachments.</p> <p>Attachments:</p> <p>TAB A – Director, DCMA Letter to Senator Brown</p> <p>TAB B – FY10 Budget Report</p> <p>TAB C – Coordination</p>

C5.2.5.12. Courtesy Copies (Info Memo ONLY). If the Info Memo was sent as a courtesy copy to any organizations other than addressee or coordinating offices,

type “cc:” a double space below the attachments line, followed by the titles or office symbols of any Components receiving courtesy copies, beginning on the next line. Do not send official courtesy copies of Action Memos to offices other than the addressee before they have been decided on by the approving/signing official.

C5.2.5.13. **Prepared By Line.** A double space below the last element, aligned with the left margin, type “Prepared by:” followed by the name, office symbol, and telephone number of the action officer who prepared the memorandum.

C5.2.6. **Package Assembly and Submission.** Components must route transmittal packages addressed to the Director through the CCT. Packages submitted directly to the Front Office will be returned for appropriate routing. (Note: Read Aheads are not controlled and should be submitted directly to the Front Office; see C5.2.7.) Components may submit packages in hard copy or electronically. See C5.2.6.1 for hard copy assembly and submission guidance. See C5.2.6.2 for electronic submission guidance.

C5.2.6.1. **Hard Copy Submission.**

C5.2.6.1.1. **Attachments.** Assemble an Info or Action Memo package with the memorandum on top and supplemental or background information underneath at tabs beginning with “A” and continuing sequentially. (Figures 6 and 7 illustrate Action Memo and Info Memo package assembly).

C5.2.6.1.1.1. Identify all attached material either in the body text using ALL CAPS (e.g., “Attached at TAB A is a letter for your signature”) or on the attachments line (see C5.2.5.10).

C5.2.6.1.1.2. Attach discrete elements at separate tabs.

C5.2.6.1.1.3. For Action Memos, if the package includes an item to be signed or approved by the Director, attach that item at the first tab. Multiple signature or approval items may be separated by numbered tabs within the first tab.

C5.2.6.1.1.4. For Info or Action Memos responsive to tasks, include a copy of the task as a separate tab in the package. (See Chapter 3 for guidance on responding to tasks.)

C5.2.6.1.1.5. Include the coordination sheet, if any, as the final tab. (See Figure 3 for a sample coordination page.)

C5.2.6.1.2. **Binding.** Assemble package elements with a single 1.5-inch paper clip in the upper left. Use a binder clip for larger packages.

C5.2.6.1.2.1. Do not use clam clips.

C5.2.6.1.2.2. Do not staple Action or Info Memos.

C5.2.6.1.2.3. Place bound Action or Info Memo loose inside a manila-type folder for protection.

C5.2.6.1.3. Suspense Action Form. Attach a completed Suspense Action Form to the top of the folder if the package responds to a CCT task. (See Figure 2 “Suspense Action Form.” See C3.3 for guidance on requesting changes to or closing out tasks.)

C5.2.6.1.4. Envelopes. Include pre-addressed official agency envelopes for signature items to be delivered by mail. Type the addressee’s name and complete mailing address on the envelope, or use printed labels. CCT will dispatch outgoing Agency-level correspondence upon signature/approval. Components must request the original signature item if they wish to dispatch it themselves.

C5.2.6.1.5. Flagging for Urgency. If the package requires immediate attention, affix a red document flag (3-M Post-It flag) to the upper-right corner of the transmittal item.

C5.2.6.1.5.1. Notify CCT of the urgency.

C5.2.6.1.5.2. Include a note or other language in the text of the Action or Info Memo, explaining the urgency of the package.

C5.2.6.1.5.3. Only flag items as urgent if the material requires the Director’s immediate attention.

C5.2.6.2. Electronic Submission. Components may submit transmittal items (Action or Info Memos) by email to correspondencecontrol@dcma.mil. (Note: The Front Office requires hard copies of transmittal items. For this reason, and to facilitate processing and preserve document originality and authenticity, hard copy submission of transmittal items may be preferred.) Electronic submissions should be patterned after the hard-copy submission (see C5.2.6.1). CCT will print and assemble electronically submitted transmittal items and forward them to the Front Office for review. (Note: for electronic submissions, the CCT-printed version becomes the official, “original” copy. See Figure 8 for a sample electronic submission of a transmittal item.)

C5.2.6.2.1. Identify the email as an official submission by beginning the subject line of the email with “Action Memo:” or “Info Memo:” as applicable, followed by the subject of the item.

- C5.2.6.2.2. Attach the transmittal item (Action or Info Memo) either as a scanned copy of the original, signed document, or as a digitally signed PDF. Scanned copies must be in PDF format at 300 dpi resolution, black and white.
- C5.2.6.2.3. Include attachments to the transmittal item as separate files, identified according to their tab (e.g. “TAB A – Letter”, “TAB B – Coordination”, etc.). Components must seek to minimize file sizes of attachments by attaching files in their original formats (e.g. MS Word, Excel, PowerPoint or Converted PDF), rather than scanned images, when possible.
- C5.2.6.2.4. Include any explanatory information in the body of the email (e.g. notification of urgency, special handling requirements).
- C5.2.7. Read Ahead. The Read Ahead is used to provide information to the Director in preparation for an upcoming meeting.
- C5.2.7.1. Format and Content. Construct a read ahead in the same general format as an Info Memo, substituting the Header with the title “READ AHEAD.” (See Figure 9 for a sample READ AHEAD; template available on correspondence control Web site: <https://home.dema.mil/correspondence>.) In the body of the Read Ahead, describe the purpose of the meeting, providing any relevant background information and including the following items as a bulleted list:
- C5.2.7.1.1. Location. Enter the location that the meeting will take place.
- C5.2.7.1.2. Date and Time. Enter the date and time that the meeting will take place.
- C5.2.7.1.3. Attendees. List names and titles of all attendees. Attach biographies for non-Agency attendees. Also, identify who will conduct the meeting.
- C5.2.7.1.4. Agenda. Outline the key points of the meeting and a basic schedule of events or topics.
- C5.2.7.1.5. Point of Contact. Enter the name, title, and phone number of the Action Officer with primary subject matter expertise regarding the meeting.
- C5.2.7.2. Attachments. Attach background information, slides, bios, etc., as tabs.
- C5.2.7.3. Signature. The Component Head, or in his or her absence the Authorized Signer, should sign and date the Read Ahead above or immediately following the “From” line.
- C5.2.7.4. Submission. Submit READ AHEAD directly to the front office (not through CCT) at least 48 hours prior to the scheduled meeting.

C5.3. **Signature Items.** Agency-level Signature Items include any document prepared for the signature of the Director or Deputy Director. Commonly used document types in this category include Memorandums, letters, General Orders, Memorandums of Agreement or Understanding, and Agency Policies. A USD(AT&L) Action or Info Memo addressed to higher headquarters to be signed by the Director or Deputy Director is also considered an Agency-level signature item. This section provides formatting guidance for Letters and Memorandums. For other Agency-level signature items, Components should follow existing guidance governing the subject or consult the CCT. Components must adhere to these guidelines in generating Component-level correspondence addressed outside their Component.

C5.3.1. **Letters.** Letters are used for most correspondence addressed to individuals or organizations outside the agency. Letters may also be used for more personal purposes (e.g., congratulatory letters, thank-you letters). Use the following guidelines in setting up letters. (See Figure 10 for a sample letter.)

C5.3.1.1. **Stationery.** Letters should always be printed on official preprinted letterhead on bond paper. Letterhead should reflect the office or agency of the signing official. (See C5.5 for guidance on official letterhead.) Use plain bond paper for succeeding pages.

C5.3.1.1.1. Personal letters (e.g., congratulatory letters, thank-you letters, etc.) may be printed on short or custom stationery.

C5.3.1.1.2. Business letters should always be printed on full-size official Agency letterhead.

C5.3.1.2. **Margins.** Use 1-inch margins on all sides. Adjust the top margin to accommodate letterhead. If the body text of the letter consists of eight lines or fewer, increase the margins to 1.5 inches.

C5.3.1.3. **Font.** Use Times New Roman, 12-point typeface.

C5.3.1.4. **Paragraphing.** Organize material logically using paragraphs. Avoid the use of bullet points in letters. (See Chapter 6 for specific style guidance.)

C5.3.1.5. **Indentation.** Indent the first line of each paragraph a half-inch from the left margin.

C5.3.1.6. **Spacing.** Single space within a paragraph for all letters containing two or more paragraphs. Place a double space between paragraphs. Double space between lines if the memorandum contains only one paragraph of eight lines or fewer.

C5.3.1.7. **Date.** The date should reflect the date that the letter was signed. Because of the time lapse and textual changes occurring between the drafting and actual

signing of a letter, the date should not be included during the staffing phase, but should be placed using a date stamp once the letter is signed.

C5.3.1.7.1. The date should be placed approximately a double space below the letterhead, ending at the right margin. Use month-day-year format (e.g., January 1, 2010).

C5.3.1.7.2. Do not date letters to be signed by the Director or Deputy Director; front office staff or the CCT will affix the date by date stamp upon signature.

C5.3.1.8. Address Block. A double space below the date (four spaces below the letterhead) and aligned at the left margin, type the name and address of the recipient of the letter. (Consult DoD 5110.04-M for proper forms of address.)

C5.3.1.9. Salutation. A double space below the address block, type the salutation, followed by a comma. For most addressees, use “Dear” followed by the addressee’s honorific title (Mr., Mrs., Ms., Dr., etc.) and last name (e.g., “Dear Dr. Jones,”; “Dear Mrs. Brown,”). (See DoD 5110.04-M for additional guidance regarding appropriate salutations for public and private officials and Service members.)

C5.3.1.10. Body. A double space below the salutation, begin the body of the letter, aligned at the left margin with the first line of each paragraph indented a half-inch.

C5.3.1.10.1. Style. Letters are more formal than memorandums and should be written in standard American English, using developed paragraphs and complete sentences. Whereas memorandums often communicate routine information, letters may be more specialized and require thorough and explanative language. Do not use bullet points in letters and speak directly to the addressee, maintaining a professional tone and avoiding jargon. (See Chapter 6 for specific style guidance.)

C5.3.1.10.2. Length. The length of a letter should be determined by the material to be covered. Generally, however, avoid long letters and include lengthy information as separate enclosures.

C5.3.1.10.3. Enclosures. As appropriate, clearly reference any enclosures in the body of the text.

C5.3.1.11. Complimentary Close. A double space below the last line of body text, type “Sincerely,” beginning at the center of the page (3.25 inches from the left margin).

C5.3.1.12. Signature Block. Four spaces below and aligned with the complimentary close at the center of the page, type the name and official title of the signing

official. (See C1.2.7 for guidance regarding signature levels.)

C5.3.1.12.1. As much of the signing official's title that is reflected in the letterhead may be omitted from the signature block. (See Table 1 for a list of official titles for the Agency Component Heads.) For example: on items that the Director will sign, type the Director's Name and "Director" on separate lines. For others, type the official's name and full title (including office) on separate lines.

C5.3.1.12.2. Immediately below the complimentary close, the signer places his or her signature in black or blue ink.

C5.3.1.13. Enclosures. Only if the letter contains an enclosure, type "Enclosure:" a double space below the signature block, beginning at the left margin ("Enclosures:" if enclosing more than one item). Beginning on the next line, list each enclosure on a separate line.

C5.3.1.14. Courtesy Copies. If a copy of the letter is being sent to any individual or organization other than addressee, type "cc:" a double space below the enclosure line, if any, or below the signature block, followed by the names and titles of the recipients beginning on the next line.

C5.3.2. Memorandums. Use memorandums for correspondence within the Agency or for correspondence addressed to other Federal Agencies in the conduct of routine Government business where the relationships and responsibilities of the organizations are clearly established with regard to the subject. (See C5.4 for specific guidance on using DCMA-internal memorandums to assign work or provide information. See Figures 11 through 13 for sample standard and multi-addressee memorandums.)

C5.3.2.1. Stationery. Memorandums addressed within the Agency should be printed on official preprinted or electronic letterhead. Memorandums addressed outside the Agency should be printed on official preprinted letterhead on bond paper, with succeeding pages on bond paper. Letterhead should reflect the office or agency of the signing official. (See C5.5 for guidance on official letterhead; use electronic templates for standard or multi-addressee memos, available on correspondence control Web site: <https://home.dcmamil/correspondence>.)

C5.3.2.2. Margins. Use 1-inch margins on all sides. Adjust the top margin to accommodate letterhead. If the body text of the memorandum consists of eight lines or fewer, increase the margins to 1.5 inches.

C5.3.2.3. Font. Use Times New Roman, 12-point typeface.

C5.3.2.4. Paragraphing. Organize material logically, using paragraphs or bullets. Use sub-bullets as necessary, but avoid extensive use of multilayered bullets. Use complete sentences and maintain parallel construction in bullets. (See Chapter 6

for detailed style guidance.)

- C5.3.2.5. Indentation. Indent the first line of each paragraph a half-inch from the left margin. If using bullets, align top-level bullets with the left margin; indent sub-bullets a half-inch.
- C5.3.2.6. Spacing. Single space within a paragraph or bullet for all memorandums containing two or more paragraphs or bullets. Place a double space between paragraphs and bullets. Double space between lines if the memorandum contains only one paragraph of eight lines or fewer.
- C5.3.2.7. Date. The date should reflect the date that the memorandum was signed. Because of the time lapse and textual changes occurring between the drafting and actual signing of a memorandum, the date should not be included during the staffing phase, but should be placed using a date stamp once the memorandum is signed.
- C5.3.2.7.1. The date should be placed approximately a double space below the letterhead, ending at the right margin. Use month-day-year format (e.g., January 1, 2010).
- C5.3.2.7.2. Do not date memorandums to be signed by the Director or Deputy Director; front office staff or the CCT will affix the date by date stamp upon signature.
- C5.3.2.8. Address Line. A double space below the date (four spaces below the letterhead) and aligned at the left margin, type “MEMORANDUM FOR” followed by the name or title of the addressee(s), as appropriate, in all caps.
- C5.3.2.8.1. For memorandums addressed outside the Agency, include enough information in the address line to ensure the memorandum reaches its intended recipient(s) (e.g., office symbol, agency name).
- C5.3.2.8.2. If more than one line is needed for an addressee, indent the run-over line an additional 0.25 inches (2 or 3 spaces).
- C5.3.2.8.3. For memorandums addressed to multiple addressees (multi-memo), list each addressee on a separate line, aligned with the first addressee in order of precedence. (Note: Use of DCMA Multi-Memo template is highly recommended to facilitate correct formatting.)
- C5.3.2.8.4. For Memorandums addressed within DCMA, use group addresses “Component Heads,” “Region Commanders/Directors,” and “CMO Commanders/Directors” for simplicity and to conserve space. If addressing individual organizations, use the order indicated in Table 4. Remember to

address memorandums through the chain of command, as appropriate (see C1.2.6).

Table 4. DCMA Multi-addressee Groups	
Group Addresses	Individual Addresses
Component Heads	Executive Director, Operations (Chief Operations Officer)
	General Counsel
	Executive Director, Contracts
	Executive Director, Quality
	Executive Director, Engineering and Analysis
	Executive Director, Portfolio Management and Integration
	Executive Director, Information Technology Customer Service Organization
	Executive Director, Financial and Business Operations
	Commander, DCMA International
	Executive Director, Special Programs
	Executive Director, Corporate Support
	Executive Director, Human Capital
	Executive Director, Strategic Effects
	Chief of Staff
	Mobilization Assistant
Region Commanders/Directors	Commander, DCMA West Region
	Commander, DCMA Central Region
	Commander, DCMA East Region
CMO Commanders/Directors	<i>List Individual Primary and Secondary CMOs in an order appropriate to the subject of the correspondence.</i>

C5.3.2.8.5. If listing addressees will use more than 12 lines, type “MEMORANDUM FOR: SEE DISTRIBUTION” and include a separate sheet titled “DISTRIBUTION” as an attachment to the memorandum. On the distribution sheet, list each addressee on a separate line beginning at the left margin.

C5.3.2.9. Subject Line. A double space below the address line, type “SUBJECT:” followed by a concise description of the memorandum’s content and purpose. If more than one line is required, align succeeding lines with the first word of the subject.

C5.3.2.10. Body. A double space below the last line of the subject, insert the body of the text.

C5.3.2.10.1. Length. Keep memorandums to one page, if possible. If the information cannot be restricted to a maximum of two pages, summarize the main points in the cover memo and provide additional information as

attachment to the memorandum.

C5.3.2.10.2. Style. Use concise, straightforward language, and organize material logically, using paragraphs. Bullet points may be used if necessary, but avoid extensive use of multilayered bullets. Use complete sentences and maintain parallel construction in bullets, if used. (See Chapter 6 for detailed style guidance.) Detailed processes or lengthy technical information should be included as attachments to the memorandum, using a format best suited to presenting the information.

C5.3.2.10.3. Elements. Incorporate any elements required by the policy or process governing the subject into the body of the memorandum, or as attachments.

C5.3.2.10.4. Citing Attachments. As appropriate, clearly reference attachments within the body text using ALL CAPS (e.g., “Attached at TAB A is a copy of the report.”) (See C5.4.4.1 for guidance on attaching electronic documents or hyperlinks to memorandums that will be published on the DCMA Web site.)

C5.3.2.10.5. See C5.4.1 for guidance on using a memorandum to assign work.

C5.3.2.11. Complimentary Close. Do not include a complimentary close on a memorandum.

C5.3.2.12. Signature Block. Four spaces below the last line of body text, beginning at the center of the page (3.25 inches from the left margin), type the name and official title of the signing official.

C5.3.2.12.1. As much of the signing official’s title that is reflected in the letterhead may be omitted from the signature block. (See Table 1 for a list of official titles for the Agency Component Heads.) For example, on items that the Director will sign, type the Director’s name and “Director” on separate lines. For others, type the official’s name and full title (including office) on separate lines.

C5.3.2.12.2. Immediately above the signer’s name and title, the signer places his or her signature in black or blue ink.

C5.3.2.13. Attachments. A double space below the signature block, beginning at the left margin type “Attachment(s):” followed by “As stated” if the attachments were clearly identified in the text. If not, list each attachment on a separate line, beginning on the next line. If the package contains no attachments, type “None.” (See C5.4.4.1 for including hyperlinks or electronic attachments on memorandums to be published on the DCMA Web site.)

C5.3.2.14. **Courtesy Copies.** If the memorandum was sent as a courtesy copy to any organizations other than addressee or coordinating offices, type “cc:” a double space below the attachments line, followed by the titles or office symbols of any Components receiving courtesy copies, in alphabetical order beginning on the next line.

C5.3.2.15. **Assembly.** Assemble the package with the memorandum on top and tabbed attachments in order beneath. Bind package with a single 1.5-inch paper clip or binder clip in the upper left-hand corner.

C5.4. **DCMA-internal Memorandums.** Standard memorandums are the appropriate medium for conducting official correspondence within the Agency, and are generally used to assign work, supplement policy, or provide other information.

C5.4.1. **Using Memorandums to Assign Work (formerly “Tasking Memos”).** Component Heads should use a memorandum to assign work to another Component, either under their own authority or in coordination with other stakeholders, as appropriate. Components may also prepare memorandums for the Director’s signature to assign work throughout the Agency. (See C1.2.5 – C1.2.7 for guidance on tasking authorities, mechanisms and signature levels.) Examples of such assignments include data calls, registration requirements, required training, etc.

C5.4.1.1. In order to avoid duplication of effort or other unnecessary work, Authoring Components must consider previously issued tasks or other Components’ similar requirements when issuing tasks.

C5.4.1.2. As appropriate, components will identify the policy or policies to which the memorandum applies and will work with the Policy Program Manager (DCMA-DSP) in updating policy, instructions or Web sites affected by the memorandum.

C5.4.1.3. **Format and Required Elements.** Components will use the standard memorandum template modified for tasking (see Figure 14; see C5.3.2 for general guidance on setting up memorandums; template available on correspondence Web site: <https://home.dcma.mil/correspondence>). Specific required element include the following:

C5.4.1.3.1. **Address Line.** Address tasking memos to Component Heads. Tasking memos may also be addressed to Regional Commanders or CMO Commanders/Directors with appropriate consultations and/or coordination in accordance with C5.4.3.2.

C5.4.1.3.2. **Subject Line.** Include the following elements in the Subject line of a tasking memorandum:

- C5.4.1.3.2.1. Tasking Tag. Identify the memorandum as a task by including the word “**TASKING:**” in all caps, bolded, followed by the subject.
- C5.4.1.3.2.2. Suspense Date. Immediately below the subject, insert the word “**Suspense:**” bolded, followed by the date by which the task must be complete. If more than one suspense, indicate “Multiple.”
- C5.4.1.3.2.3. Target Audience. Immediately below the suspense, insert “**Target Audience Heads-Up:**” and identify the specific offices, individuals or groups required to actually perform the work.
- C5.4.1.3.3. Body. In the body of the memorandum, clearly introduce the task with appropriate background information, citations and any other contextual information to facilitate the accomplishment of the task. Use paragraphs and complete sentences. Use bullets, if necessary, to break out main ideas or to express lists of information. Clearly reference any attachments or hyperlinks.
- C5.4.1.3.4. Requirements Summary. Following the introductory material, include a “Requirements Summary” section that clearly summarizes the requirements of the task, identifying specifically WHO is to perform WHAT work, and by WHEN.
- C5.4.1.3.5. Resource Impact. Below the Requirements Summary, include a “Resource Impact” section that states the estimated time required for personnel to perform the task.
- C5.4.1.3.6. Administrative Information. Below the Resource Impact statement, include an “Administrative Information” section with information necessary to completing the task (e.g. system requirements, task parameters, funding or training details). The following administrative elements are mandatory:
- C5.4.1.3.6.1. PLAS Code. Include accurate requirements and codes for reporting to the Performance Labor Accounting System (PLAS), in coordination with the DCMA Business Information Center’s PLAS Helpdesk (1-866-752-7463) or PLASHELP@dcma.mil.
- C5.4.1.3.6.2. Operational Coordination Statement. Include the following statement: “This tasking memo has been coordinated with appropriate headquarters operational leadership.” (See C5.4.3.2 for inter-component correspondence coordination requirements.)
- C5.4.1.3.6.3. POC. Provide the Name, e-mail address and telephone number of the action officer or point of contact for the tasking memo.

C5.4.1.3.7. Signature. Tasking Memorandums must be signed by the Component Head or his or her Authorized Signer (see C1.2.7 for guidance on signature levels).

C5.4.1.3.8. Including Hyperlinks and Electronic Attachments. For inter-component memorandums that will be published electronically, Components may list any electronic attachments or hyperlinks after the “Attachments:” line. (See Table 5 for examples; see C5.4.4 for submission requirements.) The Web publishing team will activate these links in the posted version of the memorandum.

**Table 5. Listing Hyperlinks (Web site addresses/URLs)
in the Attachment Line.**

Attachments/links:

TAB A – [Information Sheet](#)

TAB B – [List of required materials](#)

DCMA Events Calendar <https://home.dcmamil/events/FY11.cfm>

Corporate Events Calendar Instruction <https://home.dcmamil/guidebook/99/index.cfm>

In this example, Tabs A and B are electronic documents to be linked; the other attachments are hyperlinks to existing Web pages or portal sites.

C5.4.2. Using Memorandums to Provide Information (formerly “Info Memos”).

Component Heads should use a memorandum to provide official information to other Components, either on their own authority or in coordination with other stakeholders. Components may also prepare memorandums for the Director’s signature to transmit official information throughout the Agency. Examples of such memorandums include supplemental policy guidance, notification of significant events or actions, etc.

C5.4.2.1. Format and Required Elements.

C5.4.2.1.1. Components will use the approved standard memorandum format and include such information as is appropriate to the subject and audience. (See C5.3.2 for standard memorandum formatting guidance; see Figures 12 and 13 for samples; electronic templates available on correspondence Web site: <https://home.dcmamil/correspondence>)

C5.4.2.1.2. Inter-component memorandums should be addressed to Component Heads and signed by the issuing Component Head or his or her Authorized Signer. (See C1.2.7 for guidance on signature levels.) Memorandums may also be addressed to Regional Commanders or CMO Commanders/Directors with appropriate consultations and/or coordination in accordance with C5.4.3.2.

C5.4.2.1.3. As appropriate, components will identify the policy or policies to which the memorandum applies and will work with the Policy Program Manager

(DCMA-DSP) in updating policy, instructions or Web sites affected by the memorandum.

C5.4.2.1.4. Including Hyperlinks and Electronic Attachments. For inter-component memorandums that will be published electronically, Components may list any electronic attachments or hyperlinks after the “Attachments:” line. (See Table 5, above, for examples; see C5.4.4 for submission requirements.) The Web publishing team will activate these links in the posted version of the memorandum.

C5.4.3. Coordination and Consultations on Inter-Component Memorandums.

C5.4.3.1. Authoring Components must obtain coordination from affected stakeholders for issues and assignments broader in scope than the Component’s sole authority. Memorandums prepared for the Director’s signature must accomplish coordination in accordance with Chapter 4 of this manual.

C5.4.3.2. Authoring Components must provide a courtesy copy to headquarters operational leadership (DCMAO, DCMAI, DCMAS) on all memorandums addressed to the Regions or the CMOs that fall under their purview, and must obtain concurrence from applicable headquarters operational leadership on all memorandums assigning work to the Regions or CMOs. (See C1.2.5 for additional guidance on tasking authorities and mechanisms.)

C5.4.3.3. Authoring Components must consult the DCMA Business Information Center’s PLAS Helpdesk (1-866-752-7463) or PLASHELP@dcma.mil to ensure accuracy in listing requirements and codes for reporting to the PLAS system.

C5.4.4. Submission. Components may submit official memorandums for dispatch to addressees and publication on the DCMA Web site, including notification through the Daily DCMA Official Document Posting E-mail.

C5.4.4.1. Component-level Memorandums (signed by a Component Head). CCT will distribute and publish to the DCMA Web site appropriately submitted Component-level memorandums. Memorandums must be submitted to CCT electronically. Components remain the office of primary responsibility and record for memorandums signed by their Component Head. (Note: Component Heads are responsible for correspondence generated under their purview. CCT provides only minimal review for compliance with basic requirements before dispatching or submitting to the DCMA Web team for posting.)

C5.4.4.1.1. Submit memorandums via email to correspondencecontrol@dcma.mil. (See Figure 16 for a sample electronic submission of publication request.)

C5.4.4.1.2. Identify the email as a request for publication by beginning the subject line of the email with “Publication Request:” followed by the subject of the

memorandum.

C5.4.4.1.3. Attach a completed copy of the DCMA Official Document Publishing Form (see Figure 15; fillable PDF form available on correspondence Web site: <https://home.dcma.mil/correspondence>).

C5.4.4.1.4. Attach the memorandum either as a scanned copy of the original, signed document, or as a digitally signed PDF. Scanned copies must be in PDF format at 300 dpi resolution, black and white.

C5.4.4.1.5. Include attachments to the memorandum as separate files, identified according to their tab (e.g. “TAB A – Report”, “TAB B – Coordination”, etc.). Components must seek to minimize file sizes of attachments by attaching files in their original formats (e.g. MS Word, Excel, PowerPoint or Converted PDF), rather than scanned images, when possible.

C5.4.4.1.6. Include any explanatory information in the body of the email (e.g. notification of urgency, special handling requirements).

C5.4.4.2. Agency-level Memorandums (signed by the Director). Components will submit memorandums for the Director’s signature to CCT under cover of an Action Memo, in accordance with C5.2.

C5.4.4.2.1. If the submission of the Action Memo is made in hard copy, components must provide any electronic attachments or links to CCT via email (correspondencecontrol@dcma.mil), specifying the memorandum to which the documents should be attached.

C5.4.4.2.2. CCT will dispatch and publish Agency-level Memorandums once approved.

C5.4.5. Dispatch and Publication.

C5.4.5.1. Standard Dispatch. CCT will dispatch submitted memorandums via e-mail to the organizational inbox or addressee, as appropriate.

C5.4.5.2. Web Publication and E-mail Notification. CCT publishes memorandums to the DCMA Web site and makes notification through the Daily DCMA Official Document Posting e-mail upon request via DCMA Official Document Publishing Request Form (Figure 15).

C5.4.5.2.1. Published memorandums receive broad attention and are available on the DCMA internal Web site. Components should use judgment in determining whether to submit a memorandum for publication or to dispatch it to specific addressees only.

C5.4.5.2.2. Components may establish guidelines for their personnel's use of the Daily DCMA Official Document Posting e-mail. (Contact CCT to add recipients to the list.)

C5.4.5.3. CCT will publish memorandums in both PDF and HTML/text formats for ease of viewing and functionality.

C5.4.5.4. Memorandums submitted after 3:00 p.m. will be dispatched and/or posted the next business day.

C5.5. **Official DCMA Letterhead.** Official DCMA letterhead is the approved stationery for general Agency correspondence. The letterhead, in conjunction with the signature block, officially identifies the office and authority of the signer. Letterhead is required for all correspondence addressed outside the Agency. Letterhead for DCMA-internal correspondence is optional in most cases; however, use of electronic letterhead templates for standard document types is highly encouraged. Official electronic letterhead and templates are available on the DCMA Correspondence Control Web page: <https://home.dcmamil/correspondence>.

C5.5.1. **Preprinted Letterhead.** Use official preprinted Agency Letterhead on bond paper for correspondence addressed outside the Agency. (Note: Currently, the only pre-printed Agency letterhead reflects the Headquarters office in Springfield, Virginia. DCMA may begin producing pre-printed Agency-general letterhead, customizable for field use. Until that time, DCMA field offices may use electronic letterhead for correspondence addressed outside the Agency.)

C5.5.2. **Electronic Letterhead.** Use electronic letterhead for correspondence addressed within the Agency. Official templates are available on the DCMA Correspondence Control Web page: <https://home.dcmamil/correspondence>.

C5.5.3. **Use.** Use DCMA letterhead that reflects the office of the signing official.

C5.5.3.1. Headquarters Use. All headquarters organizations will use the official headquarters letterhead that indicates the address of their specific location.

C5.5.3.2. Field Use. DCMA field offices including regions, CMOs, and streamlined CMOs may customize letterhead for their use, as follows:

C5.5.3.2.1. Using approved templates, enter the official name and address of the field office on three lines directly below the Agency name in 8-point Arial typeface, all caps. (Line 1 Field Office Name; Line 2 Address and Room Number; Line 3: City, State, and ZIP code.)

C5.5.3.2.2. Offices located separately from CMOs will use letterhead of their sponsoring CMO or Region.

C5.5.3.3. Signatures. To avoid redundancy, omit from the signature block any part of the signer's title that is established in the letterhead. (See C1.2.7 for Additional guidance on signature levels.)

Chapter 6. WRITING STYLE AND PREFERRED USAGE

C6.1. **General Guidelines.** Whether writing a memorandum for the Director's information or action, or drafting a letter for the Director's signature, DCMA correspondence must adhere to the highest standards of clarity and professionalism. Because correspondence is often drafted by persons other than the signer, it is important to consider these guidelines in the context of both the sender and the recipient of the communication:

C6.1.1. **Action and Info Memos.** Action and Info Memos should be brief and to the point. The objective of the memorandum should dictate the length, but generally the memorandum proper should provide only the material necessary for action or information; extensive background information and supporting material should be attached. (See C5.3.2 for guidance on structuring memorandums.)

C6.1.2. **Correspondence for Director's Signature.** Regardless of the routine or customary nature of any individual piece of correspondence, all items signed by the Director or Deputy Director must exhibit the highest quality. Writers must seriously consider the signer as well as the addressee and adapt the correspondence accordingly.

C6.1.3. **Writing References.** Good writing skills develop with time, training, and experience. If specific guidance is not provided in this Manual, writers shall use the following order of authority for answers to questions concerning punctuation, capitalization, spelling, numerals, compound words, writing style, etc:

C6.1.3.1. The DoD Manual for Written Material (DoD 5110.04-M).

C6.1.3.2. The U.S. Government Printing Office Style Manual, including supplements.

C6.1.3.3. Merriam-Webster's New Collegiate Dictionary.

C6.1.3.4. The Chicago Manual of Style.

C6.2. **Preparation.** Preparation is the first step to good writing. The writer must assess the subject, audience, and purpose of the communication and keep these in mind throughout the writing process. These elements of preparation are interrelated and can be assessed simultaneously:

C6.2.1. **Subject Line on Memorandums and Messages.**

C6.2.1.1. In DCMA correspondence, the assignment, tasker, or generating organization may determine the subject. Clarifying and refining the subject helps organize and present the most relevant information clearly. These questions assist in refining the subject:

C6.2.1.1.1. What is the assignment or question?

C6.2.1.1.2. What does the audience need or want to know?

C6.2.1.1.3. How specific or general should the communication be?

C6.2.1.2. Action and Info Memorandums should normally be limited to a single subject. If it is necessary to communicate information about multiple subjects, the writer should consider using separate memorandums.

C6.2.1.3. The subject line should clearly communicate the subject in one or two lines. The writer should avoid vague, one-word subjects and use instead specific descriptions that indicate or summarize the content of the memorandum or message (as illustrated in Table 6).

Table 6. Examples of Vague Subjects and Suggested Alternatives	
VAGUE SUBJECTS	SPECIFIC, DESCRIPTIVE SUBJECTS
SUBJECT: Iraq	SUBJECT: October 2007 Assessment of Iraq Provincial Reconstruction Teams
SUBJECT: Budget Issues	SUBJECT: Budget Projections for Fiscal Year 2010

C6.2.2. Audience.

C6.2.2.1. Official Agency correspondence should have a specific audience. Determining the audience helps to tailor the message and present information in the most appropriate way. When drafting correspondence for the Director's signature, the audience may be the DCMA workforce, the Secretary of Defense, a Member of Congress, or the President of the United States. Writers should carefully consider the audience from the perspective of the signer.

C6.2.2.2. These questions assist in determining the audience:

C6.2.2.2.1. Who will read this communication?

C6.2.2.2.2. What is the signer's relationship to the audience?

C6.2.2.2.3. What does the audience already know about this subject?

C6.2.2.2.4. What tone should be used to address this audience (formal, informal, etc.)?

C6.2.3. Purpose.

C6.2.3.1. DCMA official correspondence must have a specific purpose. Like the subject of a memorandum or message, the purpose of correspondence may be determined

by an assignment or initiated by the generating organization. Common purposes include:

C6.2.3.1.1. Providing options or recommendations.

C6.2.3.1.2. Requesting authorization.

C6.2.3.1.3. Reporting or summarizing information.

C6.2.3.1.4. Evaluating, analyzing, or interpreting data.

C6.2.3.2. These questions assist in refining the purpose:

C6.2.3.2.1. What is the aim of the assignment?

C6.2.3.2.2. What must this communication accomplish?

C6.2.3.2.3. How can its purpose best be achieved?

C6.3. **Organization, Clarity, and Style.** DCMA correspondence should neither be so brief that it lacks clarity, nor so wordy that it clouds rather than illustrates the message. There is no one-size-fits-all formula for writing style; a meeting summary will be different in style than a letter of congratulation. By applying the basic principles of organization and clarity, a writer can communicate the essential information clearly and completely, in a style most appropriate to the message.

C6.3.1. **Organization.** The organization of a document should flow logically from refinement of the subject, audience, and purpose. The organizational scheme should fit the subject and purpose with ideas organized according to the scheme.

C6.3.1.1. Common Organizational Schemes:

C6.3.1.1.1. Chronological. Arranges events in sequential order, from first to last.

C6.3.1.1.2. Systematic. Arranges events, people, or things according to their placement in a system or process.

C6.3.1.1.3. Comments and Recommendations (or Problem and Solution). Provides background information and evaluates a situation; then provides one or more options or recommendations for future action.

C6.3.1.1.4. General to Specific. Arranges by main point or points and fills in supporting details, examples, and illustrations.

C6.3.1.2. Transitions. Transitional phrases are used to highlight organization, to facilitate the flow of writing from point-to-point, and to improve clarity and readability. Table 7 provides a list of transitional phrases and their uses.

Table 7. Transitional Phrases and Their Uses	
USE	TRANSITIONAL PHRASE
Time or Sequence	first, second, third... first, next, last... once, then, finally again, also, and afterward, following, at length, since, subsequently, thereafter before, formerly, lately now, meanwhile, currently, simultaneously
Comparison or Contrast	likewise, similarly, in the same way but, yet, however, nevertheless, notwithstanding, while, still despite, in spite of, regardless, in contrast on one hand, on the other hand instead, on the contrary, otherwise
Illustration or Expansion	for example, for instance moreover, furthermore, namely incidentally, indeed, in fact
Summary or Conclusion	in conclusion, in summary to conclude, to summarize therefore, hence, thus
Cause or Effect	as a result, consequently, since accordingly, because, thus, therefore, hence

C6.3.1.3. Bullets. Bullets provide a simple format for structuring main ideas or listing supporting ideas, concepts, items, or steps. They facilitate efficient communication by marking portions of text to indicate divisions and relationships among concepts within a communication.

C6.3.1.3.1. Bullets for Main Ideas. Bullets may be used to illustrate main ideas in standard, Action, and Info Memorandums. One bullet should be used for each paragraph. Transitional phrases (e.g., “moreover,” “finally”) should not be used to lead off bullets if their use would be redundant.

C6.3.1.3.2. Bullets for Supporting Ideas. If it would facilitate communication, bullets, and sub-bullets within bulleted paragraphs, may be used to illustrate significant supporting ideas that relate directly to the main idea. Complete sentences should be used to express supporting ideas. Bullets and sub-bullets should be avoided if the ideas are simple enough to be stated clearly in the text of the paragraph or would be more clearly expressed by use of transitional phrases.

C6.3.1.3.3. **Bullets for Lists.** Bullets may be used to list concepts, items, or steps when the list is ordinal or sequential. There must be at least two items in the list. An introductory phrase should present the points that follow, and each bullet should be led off with the same type of word (e.g., a verb or a noun) in the same tense and voice.

C6.3.2. **Clarity and Style.** Because of the nature of the Agency’s mission, clarity is of utmost importance in DCMA communication. Clarity may be achieved by identifying the ACTORS in the text and clearly linking them to specific, meaningful ACTIONS. Asking the question, “WHO does WHAT?” assists in identifying actors and actions.

C6.3.2.1. **Active versus Passive Voice.** One major obstacle to clear communication is excessive use of the passive voice. (See Table 8 for examples of active and passive voice.)

C6.3.2.1.1. **Active Voice.** Normal English sentence structure follows the ACTOR – ACTION – OBJECT pattern, or “who does what to whom.” Example “Bill (actor) gave (action) Jimmy (object) the car (object).”

C6.3.2.1.2. **Passive Voice.** The passive voice substitutes the actor with the object, using the verb “to be” and a past participle. Example: “The car was given to Jimmy” or “Jimmy was given the car.” The passive voice lacks clarity because it does not identify the actor.

C6.3.2.1.3. **Exceptions.** In some situations, the passive voice is necessary or preferable to the active voice. Generally, however, use of the active voice produces greater clarity because it states who does what, usually in fewer words.

Table 8. Examples of Passive Voice and Suggested Alternatives	
Passive Voice Frequently OMITS THE DOER	Active Voice IDENTIFIES THE DOER
The policy change WAS ANNOUNCED at the working group meeting.	The Chairman ANNOUNCED the policy change at the working group meeting.
The meeting WAS ATTENDED by delegates from each organization.	Delegates from each organization ATTENDED the meeting.

C6.3.2.2. **Weak Verb Phrases.** Writers should use strong, simple, active verbs to describe specific actions, rather than weak verb phrases that rely on the verbs “to be” or “to have” to complete the action. Such phrases obscure meaning and result in wordy, ambiguous sentences. Writers should also avoid the phrases “there is” and “there are,” which detach the actor from the action, resulting in vague communication. (See Table 9.)

Table 9. Examples of Weak Verb Phrases and Suggested Alternatives	
Instead of WEAK VERB PHRASES	Use STRONG ACTIVE VERBS (<u>Actor</u> , ACTION)
THERE WERE several members in attendance.	Several <u>members</u> ATTENDED.
IT IS INCUMBENT UPON each member TO ENSURE a POC IS IDENTIFIED.	Each <u>member</u> MUST IDENTIFY a POC.
The members WERE IN AGREEMENT that the policy WAS IN NEED OF revision.	The <u>members</u> AGREED that the <u>policy</u> SHOULD BE REVISED. or – The <u>members</u> AGREED to revise the policy.
...MADE A SUGGESTION...	...SUGGESTED...
...WAS DESIROUS OF...	...WANTED...
...HAS A REQUIREMENT...	...REQUIRES...
...CAME TO A DECISION...	...DECIDED...

C6.3.2.3. Subject-Verb Agreement. Problems with subject-verb agreement result in confusing and sometimes embarrassing writing. Writers must ensure that the verb of the sentence applies correctly to the subject. (See Table 10 for subject and verb guidelines.)

C6.3.2.3.1. Writers may have trouble identifying problems with subject-verb agreement when the subject and the verb are far removed from each other in a sentence.

C6.3.2.3.2. A sentence with more than one subject may require a singular or plural verb depending on how the subjects are related.

C6.3.2.3.3. Subjects joined by “and” usually require a plural verb.

C6.3.2.3.4. Where subjects are joined by “or” or “nor,” the noun closest to the verb dictates the form. If a subject contains a singular noun and a plural noun, the plural noun should be placed closest to the (plural) verb to enhance readability.

C6.3.2.3.5. Some indefinite pronouns, when used as subjects, require only singular verbs (i.e., “anyone,” “anything,” “each,” “either,” “everyone,” “everything,” “much,” “neither,” “none,” “nothing,” “someone,” and “something”).

Table 10. Subject-Verb Agreement Guidelines	
Sentence Structure	Subject-Verb Agreement (Actor, ACTION)
Subject and verb separated by several words: Make sure subject and verb agree.	The handbook of rules and regulations CONTAINS [not contain] important safety information
Subjects joined by “and:” Use plural verb.	The Secretary and Deputy Secretary AGREE [not agrees] on this proposal.
Subjects joined by “or:” Determined by the subject nearest the verb.	The chairman or the committee members DECIDE the issue. The committee members or the chairman DECIDES the issue.
Singular indefinite pronouns used as subjects.	None of the options IS viable. Either option IS viable. Each mission REQUIRES significant resources.

C6.4. **Capitalization, Punctuation and Usage.** This section provides basic instructions for standardizing English usage in DoD correspondence; it is not exhaustive.

C6.4.1. **Capitalization.**

C6.4.1.1. General Rules.

C6.4.1.1.1. Capitalize proper names and derivatives of proper names. For example:

C6.4.1.1.1.1. The chair of the committee is John Smith.

C6.4.1.1.1.2. Submit the paperwork to the Executive Services Directorate.

C6.4.1.1.1.3. Coordinate your response with the Under Secretary of Defense for Personnel and Readiness.

C6.4.1.1.2. Capitalize titles of documents, publications, papers, acts, laws, etc.

Capitalize all principal words in titles (title case); do not capitalize definite or indefinite articles (e.g., “a,” “an,” “the”), prepositions (e.g., “by,” “for,” “in,” “to”), or conjunctions (e.g., “and,” “but,” “if”), except as the first word of the title. For example:

C6.4.1.1.2.1. For a report title: Secretary of Defense Annual Report to Congress on the Activities of the Western Hemisphere Institute for Security Cooperation for 2007.

C6.4.1.1.2.2. For a newspaper: The article appeared in “The Washington Post.”

C6.4.1.2. Capitalization Rules Specific to DoD Writing.

C6.4.1.2.1. Use title case for the subject line of a memorandum according to paragraph 4.c.(1)(b) of this enclosure.

C6.4.1.2.2. Use UPPERCASE for the actual titles of military operations (e.g., “Operation ENDURING FREEDOM,” “Operation IRAQI FREEDOM”) and for the names of the Combatant Commands when abbreviated (e.g., “USCENTCOM,” “USPACOM”).

C6.4.1.2.3. Capitalize the terms “Nation,” “Union,” “Administration,” “Confederation,” “Commonwealth,” and “Members” only if used as part of proper names. Capitalize “Federal” and “Government” when referring to the United States; capitalize “Service(s)” when referring to the U.S. Military. (See Table 11.)

Table 11. Examples of DoD-Specific Capitalization
DoD specific capitalization is <u>underlined for emphasis</u> in these examples:
Any <u>nation</u> seeks to protect its interests. The Colonel is a <u>national</u> hero. He brings great credit upon the <u>Nation</u> . (Referring to the United States.) The <u>Federal Government</u> employs thousands of people. (Referring to the U.S. Government.) The Agency for International Development is a <u>Federal</u> agency. (Referring to a U.S. Federal agency.) The agency works for <u>Government</u> reform. (Referring to the U.S. Government.) The agency works for reform of the Haitian <u>government</u> . The Chiefs of the <u>Military Services</u> testified before Congress. The Chief of Staff of the Army thanked the <u>Service</u> member for her <u>service</u> .

C6.4.2. Acronyms and Abbreviations.

C6.4.2.1. Use acronyms only when the term occurs more than once in the body text.

C6.4.2.2. Write out terms as they first appear in the text and place the abbreviation or acronym in parentheses immediately after the term. For example, “The Department of Defense (DoD) will provide policy guidance.”

C6.4.2.3. Use U.S. Postal Service abbreviations for addresses only; spell out State names in the body of the correspondence.

C6.4.2.4. Spell out “United States” when used as a noun. When used as an adjective, or when preceding the word “Government” or the name of a Government organization,

use “U.S.” (no spaces). Always spell out the term “United States” when it appears in a sentence containing the name of another country. For example:

C6.4.2.4.1. They are studying the foreign policy of the United States.

C6.4.2.4.2. The students are interested in U.S. foreign policy.

C6.4.2.4.3. The United States-Japan relationship is strong.

C6.4.2.5. For military rank abbreviations by Service and pay grade, see the DoD Manual for Written Material (DoD 5110.04-M).

C6.4.3. Punctuation.

C6.4.3.1. Apostrophe. The apostrophe is used to show possession or to form a contraction.

C6.4.3.1.1. Do not use contractions in formal DoD correspondence; instead spell out each word. (Use “do not” instead of “don’t.”)

C6.4.3.1.2. Use apostrophes to show possession:

C6.4.3.1.2.1. For singular nouns, add “ ’s.” (Examples: “This is Timothy’s book.” “I have read Charles’s report.”)

C6.4.3.1.2.2. For plural nouns ending in “s” or “es,” add an apostrophe only. (Examples: “The teachers’ proposal includes three separate provisions.” “We must reconcile the committee members’ schedules.”)

C6.4.3.1.2.3. For plural nouns not ending in “s” or “es,” add “ ’s.” (Examples: “I am the children’s teacher.” “She is an advocate of women’s rights.”)

C6.4.3.1.3. If more than one noun possesses an object, add “ ’s” to the noun nearest the object. For example, “I approve of George and Ted’s system” (i.e., the system belonging to George and Ted).

C6.4.3.2. Comma. The comma is the most common form of punctuation and is used to separate elements of a sentence, enhance readability, and improve clarity by signaling to the reader a logical break in the flow of text. However, excessive use of commas can clutter the text. Use commas consistently and exercise judgment in observing these guidelines:

C6.4.3.2.1. Use a comma to set off parenthetical words, phrases, or clauses, or introductory or appositive material. For example:

C6.4.3.2.1.1. It is obvious, therefore, that this office cannot function.

C6.4.3.2.1.2. In other words, the meeting was canceled.

C6.4.3.2.1.3. Mrs. Jones, the committee representative, conducted the meeting.

C6.4.3.2.2. Use a comma to separate items in a series of three or more. For example:

C6.4.3.2.2.1. The supply team provided a telephone, a computer, and a scanner.

C6.4.3.2.2.2. Mr. Winston, Mrs. Jones, and I attended the meeting.

C6.4.3.2.3. Use a comma in numbers containing four or more digits, except in serial numbers and dates. For example:

C6.4.3.2.3.1. The case is OSD 12345-10.

C6.4.3.2.3.2. The estimated cost for implementation is \$2,300,000.

C6.4.3.2.3.3. The general recommended redeploying 22,000 troops.

C6.4.3.3. Semicolon. The semicolon, similar to but stronger than the comma, indicates a break in the flow of a sentence and is primarily used to separate independent or coordinate clauses in the same sentence.

C6.4.3.3.1. Use a semicolon to emphasize the close association, either in similarity or contrast, of two clauses where separate sentences would be too strong. For example:

C6.4.3.3.1.1. The car wouldn't move; it was broken.

C6.4.3.3.1.2. The meeting began well; however, several attendees arrived late.

C6.4.3.3.2. Avoid extensive use of the semicolon; it diminishes readability.

C6.4.3.4. Colon.

C6.4.3.4.1. Use a colon to join two clauses where the essence of the second clause derives so directly from the first clause by explanation or illustration that separate sentences would weaken the meaning. For example:

C6.4.3.4.1.1. The directions were clear: proceed to step two.

C6.4.3.4.1.2. An opening appeared: the team advanced.

C6.4.3.5. Also use a colon to introduce any matter that forms a complete sentence, question, quotation, or list. For example:

C6.4.3.5.1. The doctor gave this assessment: “The patient is doing well.”

C6.4.3.5.2. We need the following items: a telephone, a computer, and a scanner.

C6.4.3.6. Quotation Marks.

C6.4.3.6.1. Use quotation marks to enclose direct quotations, descriptive designations, and titles of articles and publications. For example:

C6.4.3.6.1.1. The document was marked “SECRET.”

C6.4.3.6.1.2. I received a copy of the report, “Defense Strategy for the 21st Century.”

C6.4.3.6.1.3. You asked: “Why are the numbers so low?”

C6.4.3.6.2. Enclose needed punctuation within quotation marks unless the meaning would otherwise be impaired. For example:

C6.4.3.6.2.1. Punctuation within quotes: He asked: “Is this the correct copy?”

C6.4.3.6.2.2. Punctuation within quotes: You said: “This is the correct copy.”

C6.4.3.6.2.3. Punctuation outside of quotes: Can we be sure this is the “correct copy”?

C6.4.3.7. Punctuation Spacing. For colons and periods, place two spaces between the punctuation and the text that immediately follows it.

C6.4.4. Numbers.

C6.4.4.1. Use numerals for single numbers of 10 or more. For example:

C6.4.4.1.1. The team consisted of about 40 men.

C6.4.4.1.2. The incident occurred on two separate occasions.

C6.4.4.2. When 2 or more numbers appear in a sentence and 1 of them is 10 or larger, use numerals for each number (e.g., “About 40 men competed in 3 separate events.”).

C6.4.4.3. Spell out numbers if they begin a sentence (e.g., “Seventy-five percent of respondents viewed the case favorably.”).

C6.4.4.4. Use numerals to express units of measurement, time, or money. For example:

C6.4.4.4.1. We will meet at 4 o'clock.

C6.4.4.4.2. The convoy marched 3 kilometers.

C6.4.4.4.3. Lunch will be provided for 5 dollars.

C6.4.5. Dates.

C6.4.5.1. The preferred date format is month, day, year. The year is followed by a comma unless it closes the sentence (e.g., "Your February 23, 2009, memorandum clearly illustrates the policy.").

C6.4.5.2. Avoid using contracted dates (e.g., use "February 5," not "the 5th of February").

C6.4.6. Commonly Confused Words. Table 12 provides examples of words writers commonly confuse and their meanings.

Table 12. List of Commonly Confused Words	
WORD	SOMETIMES CONFUSED WITH
Accept (to receive)	Except (other than)
Advice (an opinion)	Advise (to give advice)
Affect (to influence; use primarily as a verb)	Effect (noun - result; impression; verb - to bring about)
All ready (prepared)	Already (by this time)
Allude (to refer to indirectly)	Elude (to avoid)
Allusion (indirect reference)	Illusion (erroneous belief or conception)
Among (more than two alternatives)	Between (only two alternatives)
Ascent (a rise)	Assent (agreement)
Beside (next to or near)	Besides (in addition to)
Born (brought into life)	Borne (carried)
Brake (stop)	Break (smash)
Capital (the seat of government)	Capitol (the building where a legislature meets)
Cite (to quote an authority)	Site (a place)
Compliment (praise)	Complement (completes)
Continually (closely recurrent intervals)	Continuously (without pause or break)
Council (a group)	Counsel (to give advice)
Descent (a movement down)	Dissent (disagreement)
Desert (to abandon)	Dessert (a course after dinner)
Discreet (reserved, respectful)	Discrete (individual or distinct)
Elicit (to bring out)	Illicit (unlawful)
Farther (expresses distance)	Further (expresses degree)
Formally (conventionally)	Formerly (in the past)
Imply (to hint at or suggest)	Infer (to draw a conclusion)
Insure (to procure insurance on)	Ensure (to make certain)
Lay (to place)	Lie (to recline, stretch out)
Lessen (to make less)	Lesson (something learned)
Moneys (currency)	Monies (amount of money)
Morale (a mood)	Moral (right conduct)
Principal (most important)	Principle (basic truth or law)
Raise (to build up)	Raze (to tear down)
Stationary (unmoving)	Stationery (writing paper)
Their (belonging to them)	There (the opposite of here)
To (toward)	Too (also)
Who (refers to people)	Which (refers to things)

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Figure 1. Standard Task Matrix

Task Abbr .	Task Title	Description	Required Response (Provide to CCT for closure, with SAF)	Standard Suspense* (Workdays)
PRD	Prepare a Reply for the Director's Signature	The Component will prepare a letter, memorandum, or other correspondence as appropriate for the Director's signature.	Action Memo for Director with Payoff Item: Letter, Memorandum, etc.	5 days
RD	Reply Direct	The Component will respond directly to the incoming correspondence at the appropriate signature level within the Component.	Component-signed letter, memo, etc.	7 days
RDR	Reply Direct (Front Office Review)	The Component will prepare a response to be signed out at the appropriate level within the Component and submit for Front Office approval.	Action Memo for Director with Payoff Item: Proposed Letter, Memorandum, etc.	5 days
DT	Director's Tasking	The Component will complete the Director's Tasking as specified in the requirement and will report completion of task (including findings/ summaries/ analysis, as appropriate).	Info Memo OR Action Memo OR Documentation of Task completion (i.e., meeting summary).	5 days
BTD	Brief the Director	The Component will conduct a briefing to the Director.	Documentation of task completion	10 days
BTC	Brief the Council	The Component will conduct a briefing to the Council.	Documentation of task completion	25 days (or next Council mtg.)
CR	Comments and Recommendations	The Component will analyze and research the subject correspondence or issue and submit comments and recommendations.	Action Memo or Info Memo	7 days
PIC	Provide Interagency Coordination	The Component will provide coordination at the appropriate level, based on requirements of the request.	Copy of coordination provided (or to be provided via CCT)	5 days
FAA	For Appropriate Action (with suspense)	The Component will take appropriate action.	Documentation of action taken	5 days
FAA	For Appropriate Action (without suspense)	The Component will take appropriate action.	None	--
INFO	For Information Only	The material is forwarded for information only. No action is required.	None	--
*Unless tasking authority or correspondence indicates otherwise, the standard suspense is applied				

Figure 2. DCMA Suspense Action Form

Available on DCMA Correspondence Web site <https://home.dcma.mil/correspondence>

DCMA Suspense Action Form			
Control #	Tasked Org.	Suspense Date	
ACTION REQUESTED		ACTION TAKEN	
<input type="checkbox"/> Action Complete <input type="checkbox"/> Copy Attached <input type="checkbox"/> See Justification		<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Other (see comments)	
<input type="checkbox"/> Extension to (date) _____ (Justify below)		<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Other (see comments)	
<input type="checkbox"/> Transfer to (org.) _____ (Justify below)		<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Other (see comments)	
<input type="checkbox"/> Re-grade to (task) _____ (Justify below)		<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Other (see comments)	
<input type="checkbox"/> Cancellation (Justify below)		<input type="checkbox"/> Approved <input type="checkbox"/> Disapproved <input type="checkbox"/> Other (see comments)	
JUSTIFICATION:		COMMENTS:	
Requestor (Action Officer)		Approval Authority (CCT, MA, EA, CoS)	
Name	Phone	Name	Phone
Organization Endorsement (Component Head/Executive Director/Correspondence POC)		Signature	Date
Name	Phone	Routing Use:	
Signature	Date		

Figure 3. Sample Coordination Page

COORDINATION			
Subject: Sample Coordination Page for Agency-level Package			
<u>Component</u>	<u>Coordinating Official</u>	<u>Concur/NonConcur</u>	<u>Date</u>
DCMA-DS	Steve Mackey Executive Director, DCMA-DS	Concur	3/21/2010
DCMA-AQ	Karla Jackson Deputy Executive Director, DCMA-AQ	Concur	3/22/2010
DCMA-GC	Sharron Philo Acting General Counsel	Nonconcur (see attached statement)	3/20/2010
DCMA-FB		No Response (see attached coordination attempts)	

Figure 4. Sample Info Memo

(Not to Scale)

Template available on Correspondence Control Web site: <https://home.dcmil/correspondence>


	DEFENSE CONTRACT MANAGEMENT AGENCY 6350 Walker Lane, Suite 300 Alexandria, Virginia 22310-3241
INFO MEMO	
DepDir_____	
FOR: DIRECTOR, DCMA	
FROM: Ms. Jane Smith, DCMA-DS <i>[Signer signs and dates immediately above or to the right]</i>	
SUBJECT: Sample INFO MEMO for Use in DCMA Correspondence	
<ul style="list-style-type: none">• This sample shows the correct format for an INFO MEMO. (See Chapter 5 of the DCMA Correspondence Manual for detailed guidance on setting up an INFO MEMO.)• An INFO MEMO is used to convey information to the Director on important issues that do not require an immediate decision. INFO MEMOs should communicate clearly in a standardized format that illustrates thorough staff work. Use concise language, with logical organization.• INFO MEMOs should be kept to one page, if possible. If the information cannot be restricted to a maximum of two pages, summarize the main points in the INFO MEMO and add additional information as an attachment to the package. Use 8.5 by 11-inch plain paper. Use 1-inch margins and 12-point, Times New Roman typeface.• Supporting documentation should be attached beginning at TAB A and continuing through subsequent tabs. If practical, identify each attachment in the text; otherwise, list attachments at the attachments line below. Coordination should be listed as the last tab.• INFO MEMOs may use bullets or paragraphs. In either case, material should be logically organized, using complete sentences and avoiding use of extensive multilayered bullets. Single space within a paragraph or bullet, and double space between paragraphs or bullets.	
COORDINATION: TAB B	
Attachments: As stated	
cc: DCMA-AQ DCMAE DCMAI	
Prepared by: Mr. John Doe, DCMA-DSP, 703-428-####	

Figure 5. Sample Action Memo

(Not to Scale)

Template available on correspondence control Web site: <https://home.dcmil/correspondence>



DEFENSE CONTRACT MANAGEMENT AGENCY

6350 Walker Lane, Suite 300
Alexandria, Virginia 22310-3241

ACTION MEMO

DepDir_____

FOR: DIRECTOR, DCMA

FROM: Ms. Jane Smith, DCMA-DS *[Signer signs and dates immediately above or to the right]*

SUBJECT: Sample ACTION MEMO for Use in DCMA Correspondence

- This sample shows the correct format for an ACTION MEMO. (See Chapter 5 of the DCMA Correspondence Manual for detailed guidance on setting up an ACTION MEMO.)
- An ACTION MEMO is used to make recommendations and solicit decisions from the Director. ACTION MEMOs should communicate clearly in a standardized format that illustrates thorough staff work. Use concise language, with logical organization and clear recommendations.
- ACTION MEMOs should be kept to one page, if possible. If the information cannot be restricted to a maximum of two pages, summarize the main points in the ACTION MEMO and add additional information as an attachment to the package. Use 8.5 by 11-inch plain paper. Use 1-inch margins and 12-point, Times New Roman typeface.
- The Signature or Approval item, if any, should be attached at TAB A. Other supporting documentation or background information should be attached at subsequent tabs (TAB B). Coordination should be listed as the last tab. If practical, identify each attachment in the text; otherwise, list attachments at the attachments line below.
- ACTION MEMOs may use bullets or paragraphs. In either case, material should be logically organized, using complete sentences and avoiding use of extensive multilayered bullets. Single space within a paragraph or bullet, and double space between paragraphs or bullets.

RECOMMENDATION: Director sign attached letter at TAB A.

_____ Approve _____ Disapprove _____ Other:

[Approval block not required for recommendations requiring Director's signature on attached signature item]

COORDINATION: TAB C

Attachments: As stated

Prepared by: Mr. John Doe, DCMA-DSP, 703-428-####

Figure 6. Assembling an ACTION MEMO

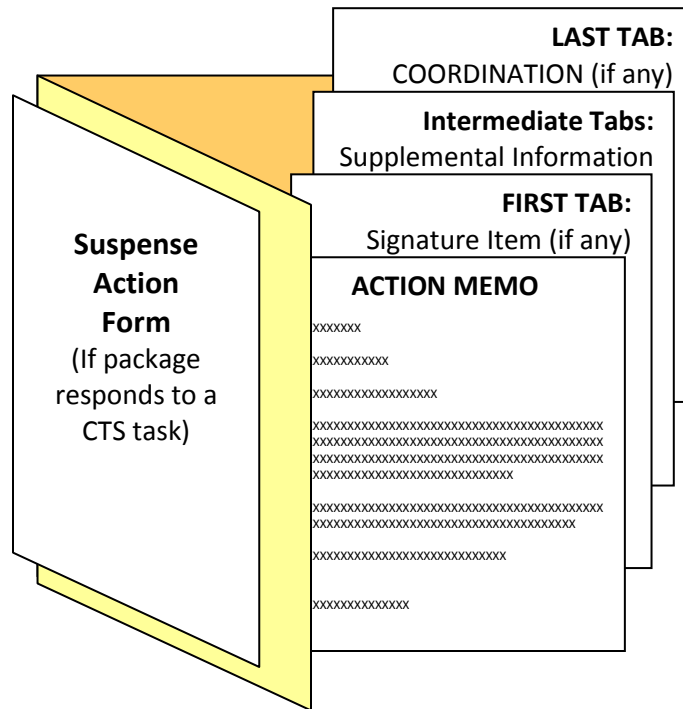


Figure 7. Assembling an INFO MEMO

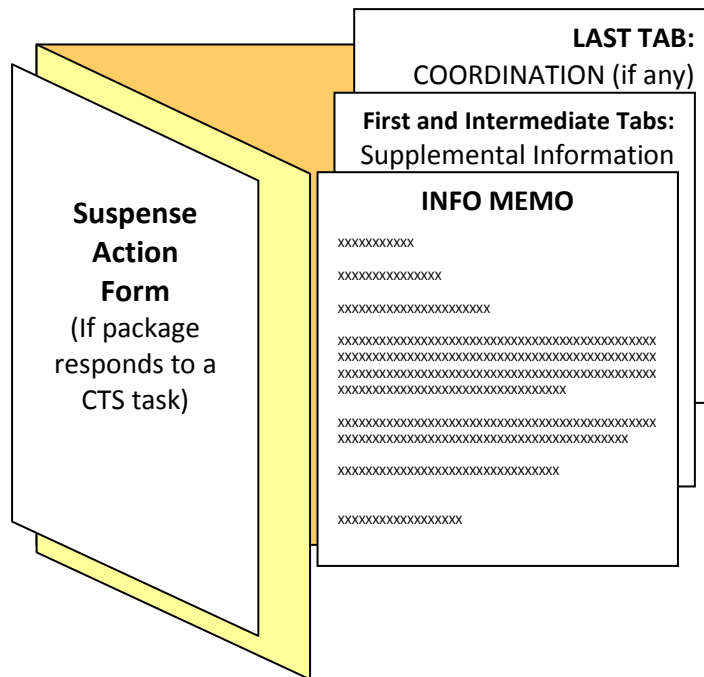


Figure 8. Sample Electronic Submission of Transmittal Item

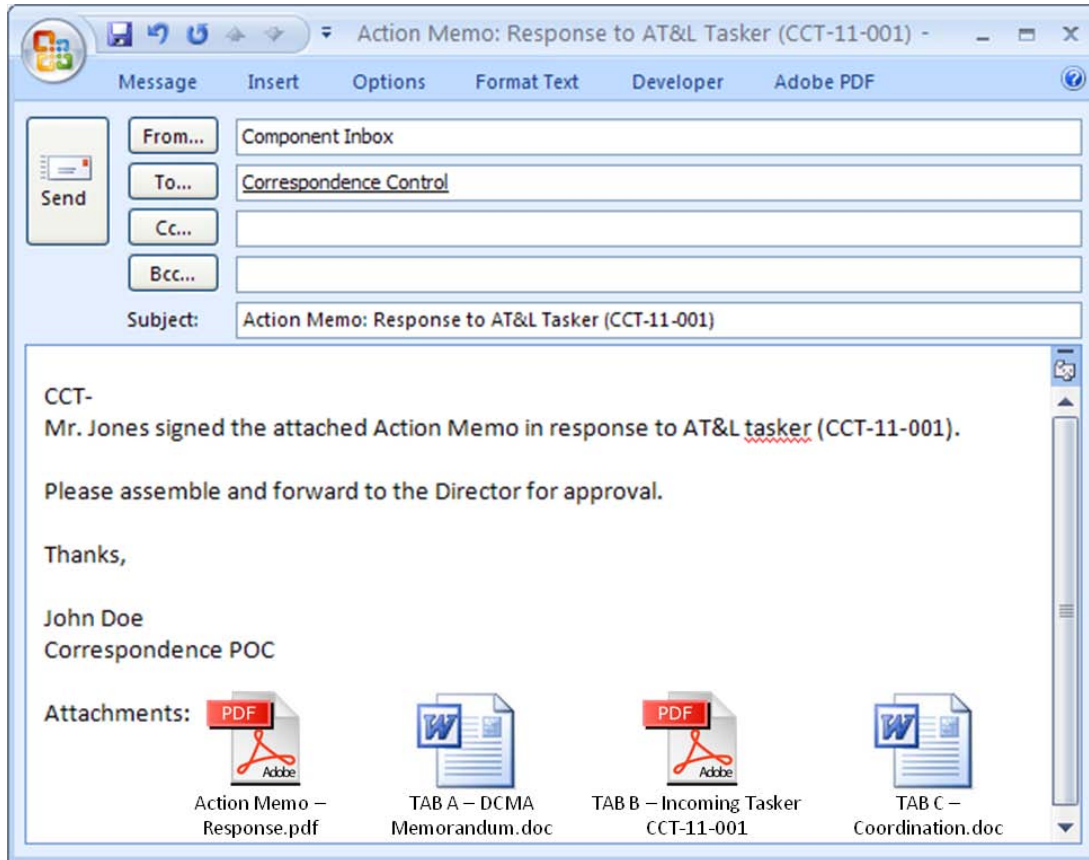


Figure 9. Sample Read Ahead

(Not to Scale)

Template available on correspondence control Web site: <https://home.dcmil/correspondence>



DEFENSE CONTRACT MANAGEMENT AGENCY

6350 Walker Lane, Suite 300
Alexandria, Virginia 22310-3241

READ AHEAD

FOR: DIRECTOR, DCMA

FROM: Ms. Jane Smith, DCMA-DS [*Signer signs and dates immediately above or to the right*]

SUBJECT: Meeting to Discuss OSD FY10 Facilities Requirements

- Location: Director's Conference Room
- Date and Time: Monday, June 28, 2010, 9:30 a.m.
- Attendees:
 - Ms. Jane Smith, DCMA-DS
 - Mr. Tim Jones, Facilities Director
 - Mr. Fred Simpson, Director, Defense Facilities Directorate, Washington Headquarters Services (Bio attached at TAB A)
- Agenda: Agenda and proposed slides attached at TAB B
- Point of Contact: Mr. Tim Jones, [e-mail address/phone]

COORDINATION: None

Attachments: As stated

Prepared by: Mr. John Doe, DCMA-DSEF, 703-428-####

Figure 10. Sample Letter

(Not to Scale)

Template available on correspondence control Web site: <https://home.dcmil/correspondence>


	DEFENSE CONTRACT MANAGEMENT AGENCY 6350 Walker Lane, Suite 300 Alexandria, Virginia 22310-3241
<p>Mr. John Doe Chief Executive Officer ACME Corporation 123 Any Blvd. Anytown, US 12345</p>	
<p>Dear Mr. Doe,</p> <p>This template provides the correct format for a business letter. To use this template, replace the existing text with your information. Letters are used for most correspondence addressed to individuals or organizations outside the agency. Letters may also be used for more personal purposes (e.g., congratulatory letters, thank-you letters). See Chapter 5 of the DCMA Correspondence Manual for specific guidance on setting up letters.</p> <p>Letters are more formal in style than memorandums and should be written in standard American English, using developed paragraphs and complete sentences. Whereas memorandums often communicate routine information, letters may be more specialized and require thorough and explanative language. Do not use bullet points. Speak directly to the addressee, maintaining a professional tone and avoiding jargon.</p> <p>The length of a letter should be determined by the material to be covered. Generally, however, avoid long letters and include lengthy information as separate enclosures. Clearly reference any enclosures within the body of the text. For example, "Enclosed you will find a report of my findings."</p> <p>Using a date-stamp, affix the date the letter was signed approximately a double space below the last line of the letterhead, ending at the right margin.</p> <p>Sincerely,</p> <p>Ms. Jane Doe Director</p> <p>Enclosure: As stated</p> <p>cc: Ms. Sarah Generic Director of Operations ACME Corporation</p>	

Figure 11. Sample Standard Memorandum

(Not to Scale)

Template available on correspondence control Web site: <https://home.dcmil/correspondence>



DEFENSE CONTRACT MANAGEMENT AGENCY

6350 Walker Lane, Suite 300
Alexandria, Virginia 22310-3241

MEMORANDUM FOR MS. JANE DOE, EXECUTIVE SECRETARY, DEPARTMENT
OF DEFENSE

SUBJECT: Standard Memorandum Template

This template provides the correct format for a standard memorandum. Use memorandums for correspondence within the Agency or for correspondence addressed to other Federal Agencies in the conduct of routine Government business where the relationships and responsibilities of the organizations are clearly established with regard to the subject. Include enough information in the address line to ensure appropriate delivery.

Use concise, straightforward language, and organize material logically, using paragraphs. Bullet points may be used if necessary, but avoid extensive use of multilayered bullets. Use complete sentences and maintain parallel construction in bullets. (See Chapter 5 of the DCMA Correspondence Manual for specific guidance in setting up a memorandum.)

As appropriate, clearly reference attachments within the body text using ALL CAPS. For example, state that the report is attached at TAB A.

See C5.4.1 for specific guidance on using a memorandum to issue a task.

Mr. John Doe
Director

Attachments: As stated

cc:
Chief of Staff

Figure 12. Sample Multi-addressee Memorandum (Multi-memo)

(Not to Scale)

Template available on correspondence control Web site: <https://home.dcmil/correspondence>


	<p>DEFENSE CONTRACT MANAGEMENT AGENCY 6350 Walker Lane, Suite 300 Alexandria, Virginia 22310-3241</p>
<p>MEMORANDUM FOR COMPONENT HEADS REGIONAL COMMANDERS/DIRECTORS CMO COMMANDERS/DIRECTORS</p>	
<p>SUBJECT: Standard Multi-addressee Memorandum (Multi-memo) Template</p>	
<p>This template provides the correct format for a standard multi-addressee memorandum. Use this format to send out a general message to the workforce, through the chain of command. (See Chapter 5 of the DCMA Correspondence Manual for specific guidance in setting up a memorandum.)</p>	
<p>Use concise, straightforward language, and organize material logically, using paragraphs. Bullet points may be used if necessary, but avoid extensive use of multilayered bullets. Use complete sentences and maintain parallel construction in bullets.</p>	
<p>Memorandums may be addressed to a single individual or to multiple individuals. List multiple addressees in order of precedence. (See additional templates for expanded address lists or external addressees.) Generally, correspondence should flow through the chain of command or management responsibility. As appropriate, clearly reference attachments within the body text using ALL CAPS. For example, state that the report is attached at TAB A.</p>	
<p>See C5.4.1 for specific guidance on using a memorandum to issue a task.</p>	
<p>Mr. John Doe Director</p>	
<p>Attachments: As stated</p>	
<p>cc: Chief of Staff</p>	

Figure 13. Sample Expanded Multi-addressee Memorandum (Multi-memo)
(Not to Scale)

Template available on correspondence control Web site: <https://home.dcmil/correspondence>


	<p>DEFENSE CONTRACT MANAGEMENT AGENCY 6350 Walker Lane, Suite 300 Alexandria, Virginia 22310-3241</p>
<p>MEMORANDUM FOR EXECUTIVE DIRECTOR, OPERATIONS CHIEF OF STAFF EXECUTIVE DIRECTOR, CONTRACTS EXECUTIVE DIRECTOR, QUALITY EXECUTIVE DIRECTOR, ENGINEERING AND ANALYSIS EXECUTIVE DIRECTOR, PORTFOLIO MANAGEMENT AND INTEGRATION CMO COMMANDERS/DIRECTORS</p>	
<p>SUBJECT: Standard Multi-addressee Memorandum (Multi-memo) Template</p>	
<p>This template provides the correct format for an expanded multi-addressee memorandum. To use this template, replace the existing text with your information. Memorandums may be addressed to a single individual or to multiple individuals. Generally, correspondence should flow through the chain of command or management responsibility. Use this format to send a memorandum to specific individuals or offices in the Agency (and not to all Components). List multiple addressees in order of precedence.</p>	
<p>Use concise, straightforward language, and organize material logically, using paragraphs. Bullet points may be used if necessary, but avoid extensive use of multilayered bullets. Use complete sentences and maintain parallel construction in bullets. (See Chapter 5 of the DCMA Correspondence Manual for specific guidance in setting up a memorandum.)</p>	
<p>As appropriate, clearly reference attachments within the body text using ALL CAPS. For example, state that the report is attached at TAB A.</p>	
<p>See C5.4.1 for specific guidance on using a memorandum to issue a task.</p>	
<p>Mr. John Doe Director</p>	
<p>Attachments: As stated</p>	
<p>cc: General Counsel</p>	

Figure 14. Sample Modified Standard Memorandum (Tasking)

Form available on correspondence control Web site: <https://home.dcmil/correspondence>


	DEFENSE CONTRACT MANAGEMENT AGENCY 6350 Walker Lane, Suite 300 Alexandria, Virginia 22310-3241
MEMORANDUM FOR COMPONENT HEADS REGIONAL COMMANDERS/DIRECTORS CMO COMMANDERS/DIRECTORS	
SUBJECT: TASKING: Sample Tasking Subject Line Suspense: January 1, 2011 Target Audience Heads-Up: All DCMA Supervisory Personnel	
<p>[Clearly introduce the task with appropriate background information, citations and any other contextual information to facilitate the accomplishment of the task. Use paragraphs and complete sentences. Use bullets, if necessary, to break out main ideas or to express lists of information. Clearly reference any attachments or hyperlinks.]</p>	
<u>Requirement(s) Summary:</u> <ul style="list-style-type: none">• [Clearly summarize the requirements of the task, identifying specifically WHO is to perform WHAT work, and by WHEN (suspense).]	
<u>Resource Impact:</u> <ul style="list-style-type: none">• [State the estimated time required for personnel to perform the task.]	
<u>Administrative Information:</u> <ul style="list-style-type: none">• [Include administrative information necessary to completing the task (PLAS Code, system requirements, parameters, funding information, Point of Contact, etc. PLAS Code, Coordination Statement and Point of Contact are mandatory.)]• PLAS Code for this task:• This tasking memo has been coordinated with appropriate headquarters operational leadership. [DCMAO, DCMAI, DCMA-SP]• POC: Name / Phone / <u>email</u>	
<div style="text-align: right;">[Name] [Title - Memo must be signed by Component Head or Authorized Signer]</div>	
Attachments: Links:	

Figure 15. Sample Electronic Submission of Publication Request

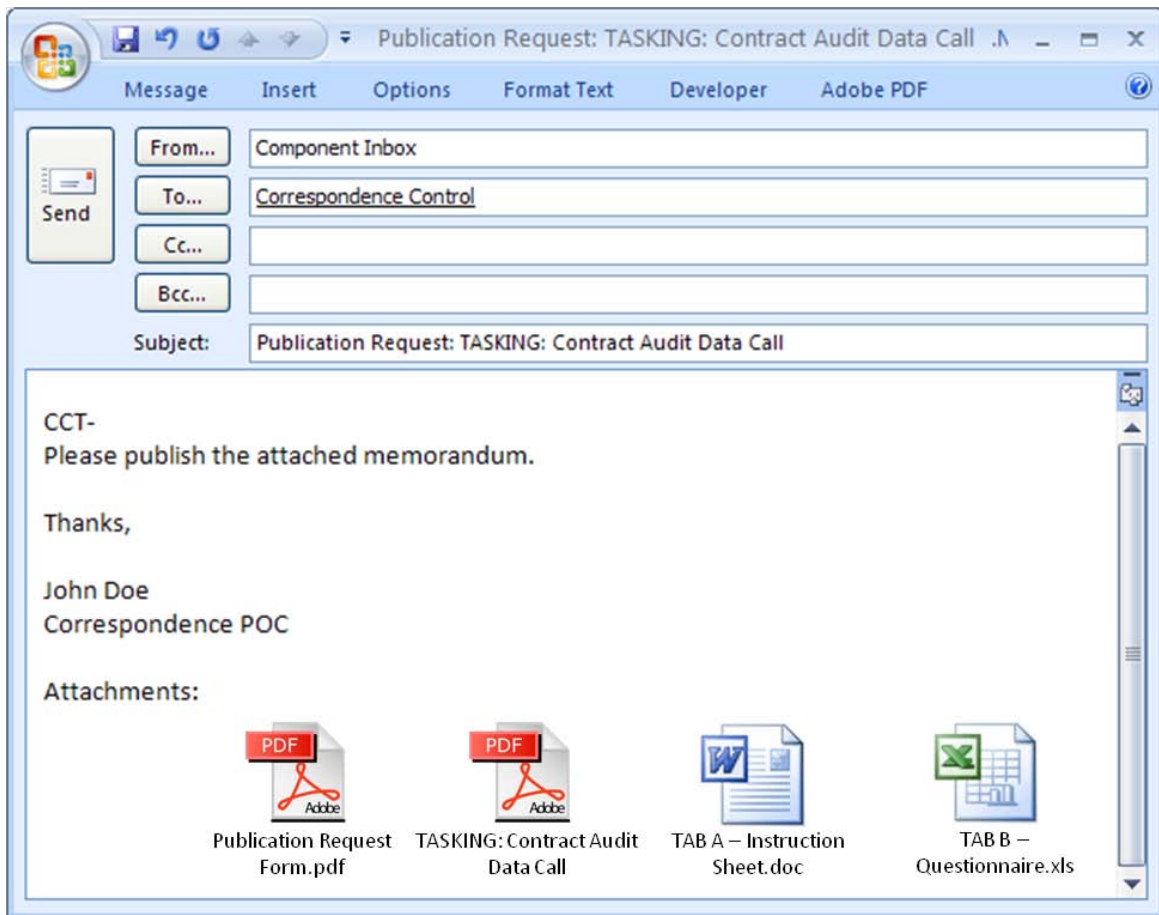


Figure 16. DCMA Official Document Publishing Form

Form available on correspondence control Web site: <https://home.dcmamil/correspondence>

DCMA Official Document Publishing Request Form See DCMA Correspondence Manual C5.4.4 for policy and guidance on submitting Memorandums for Publication		
Originating Component:		Date:
Subject: (Use Memo Subject)		
<input type="checkbox"/> Memorandum Signed/Approved for Publication by Component Head		
<input type="checkbox"/> Coordination achieved in accordance with C5.4.3 of the Correspondence Manual. <i>(Components must obtain coordination from affected stakeholders for issues and assignments broader in scope than the Component's sole authority. Components must coordinate with the Chief Operations Officer (DCMAO) on all memorandums addressed to the CMOs.)</i>		
<input type="checkbox"/> Electronic Attachments and Links E-mailed to correspondencecontrol@dcmamil <i>(use memorandum subject as the e-mail subject)</i>		
Title of primary policy/instruction associated with this memorandum (if any):		
Dispatch / Publication Instructions		
<input type="checkbox"/> Publish to Web site and Dispatch <i>(Document will be posted to the Updates Page on the DCMA Web site and will be included in the Daily DCMA Official Document Posting E-mail; CCT will dispatch immediately to addressees.)</i>		
<input type="checkbox"/> Dispatch Only <i>(CCT will dispatch immediately to addressees; Memo will not be posted on DCMA Web site.)</i>		
Notes: _____ _____ _____ _____ _____		
Submitting Official: (Component Correspondence POC)		Name:
Signature:		Phone:

GLOSSARY

DEFINITIONS

Action Memo. A memorandum addressed from a Component Head to the Director, recommending a course of action (i.e., soliciting a decision or approval on an issue, or forwarding a piece of correspondence or other document for signature). Paragraph C5.2 provides guidance on setting up Action Memos. (Note: A USD(AT&L) Action Memo is used for the same purpose, but addressed from the Director to the USD(AT&L) or the ASD(A). Components may also use the Action Memo format to transmit decision items within their Components.)

Agency-level Correspondence. Internal or external correspondence addressed to or from the Director or Deputy Director, or the Agency at large. Agency-level correspondence includes incoming correspondence, incoming tasks from higher headquarters, tasks generated by the Director or his Designated Tasking Agents, action or info memos addressed to the Director or Deputy Director, or any piece of official correspondence signed by the Director or Deputy Director. Agency-level correspondence is controlled by the CCT.

Agency-level Package. An Action or Info Memo addressed to the Director or Deputy Director from a Component Head, whether responsive to a tasking or self initiated.

Authorized Signer. An individual authorized to sign “for” a principal officer or Component Head. (See C1.2.7.4 for guidance on Authorized Signers.)

Component. An organization within DCMA whose leader reports to the Director. See Table 1 for a list of all Components and Component Heads.

Component Head. The leader of an organization reporting to the Director, DCMA. See Table 1 for a list of all Components and Component Heads.

Component-level Correspondence. Correspondence addressed within or between Components, or from a Component to an individual, business, or organization outside the Agency.

Component Correspondence POC. The Component’s focal point for correspondence and tasks, usually the senior administrative officer. (See C1.3.9 for specific responsibilities.)

COORDDISTLIST. An e-mail list for sending out coordination requests to the standard group of coordinating offices (Components). The list is maintained by the CCT.

Designated Tasking Agent or Authority. The individual(s) with authority to issue tasks on behalf of the Director. The Designated Tasking Agent also authorizes changes to tasks, including closure. The Military Assistant (MA), Chief of Staff (CoS), and Executive Director, Strategic

Effects (DCMA-DE) are the Designated Tasking Agents, and the Director may designate other officers, as needed.

Front Office Task (Director's Task). A task generated by the Director and assigned to a Component or Components through the CCT.

Info Memo. A memorandum addressed from a Component Head to the Director or Deputy Director, used to convey information that does not contain recommendations for specific immediate actions. An Info Memo may be generated in response to a task, or self-initiated by the Component. Paragraph C5.2 provides guidance on setting up Info Memos. (Note: A (USD)AT&L Info Memo is used for the same purpose, but addressed from the Director to the USD(AT&L) or the ASD(A). Components may also use the Info Memo format to transmit information within their Components.)

OSD Package. An Action or Info Memo addressed to the Secretary of Defense from a Principal Staff Assistant (e.g., Under Secretary or Assistant Secretary of Defense) in the Office of the Secretary of Defense (OSD).

Signature Item. Documents transmitted by an Action Memo that are intended for the Director's signature. Examples include letters, memorandums, policies, or USD(AT&L) transmittal items.

Suspense Action Form (SAF). The standard DCMA form used to request changes to assigned tasks (e.g., transfers, extensions, cancellations, closure). (See Figure 2, "Suspense Action Form.")

Transmittal Item. Standardized memorandums addressed to the Director from a Component Head that transmit information or solicit action. The Action Memo and Info Memo are the Agency's authorized official transmittal items.

USD(AT&L) Package. An Action or Info Memo addressed to the USD(AT&L), or to the ASD(A), from the Director or Deputy Director, DCMA.

GLOSSARY

ABBREVIATIONS AND ACRONYMS

ASD(A)	Assistant Secretary of Defense (Acquisition)
BTC	Brief the Council
BTD	Brief the Director
CCT	Correspondence Control Team
CMO	Contract Management Office
COORDDISTLIST	Coordination Distribution E-mail List
CoS	Chief of Staff
CR	Comments and Recommendations
CTS	Correspondence Tracking System
CUI	Controlled Unclassified Information
DCMA	Defense Contract Management Agency
DoD	Department of Defense
DT	Director's Task
FAA	For Appropriate Action
FOIA	Freedom of Information Act
FOUO	For Official Use Only
HQ	Headquarters
HTML	HyperText Markup Language (code for creating Web pages)
INFO	For Information Only
IPT	Integrated Product Team
MA	Military Assistant
OSD	Office of the Secretary of Defense
PDF	Portable Document Format
PIC	Provide Interagency Coordination
PLAS	Performance Labor Accounting System
POC	point of contact
PRD	Prepare a Reply for the Director
RD	Reply Direct
RDR	Reply Direct with Front Office Review

SACCP	Staff Action and Correspondence Control Portal
SAF	Suspense Action Form
SecDef	Secretary of Defense
URL	Uniform Resource Locator (Web site address)
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology and Logistics

Note: Refer to Organizational Web sites or General Orders for Office Symbols. See Table 1 for Component Heads.